



# TOWN OF PARADISE

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[www.townofparadise.com](http://www.townofparadise.com)

**Planning Commission Staff:**

Craig Baker, Community Development Director  
Susan Hartman, Assistant Planner

**Planning Commission Members:**

Jody Jones, Chair  
Daniel Wentland, Vice Chair  
James Clarkson, Commissioner  
Stephanie Neumann, Commissioner  
Michael Zuccolillo, Commissioner

## PLANNING COMMISSION AGENDA

**5:30 PM – December 03, 2013 – Special Meeting**

In accordance with the Americans with Disabilities Act, if you need a special accommodation to participate, please contact Community Development Director Baker, at 872-6291 at least 48 hours in advance of the meeting. Hearing assistance devices for the hearing impaired are available from the Presiding Clerk. Members of the public may address the Planning Commission on any agenda item, including closed session. If you wish to address the Planning Commission on any matter on the Agenda, it is requested that you complete a "Request to Address Council/Commission" card and give it to the Presiding Clerk prior to the beginning of the Council Meeting. All writings or documents which are related to any item on an open session agenda and which are distributed to a majority of the Planning Commission within 72 hours of a Regular Meeting will be available for public inspection at the Town Hall in the Town Clerk or Community Development Services Department located at 5555 Skyway, Room 3, at the time the subject writing or document is distributed to a majority of the subject body. Regular business hours are Monday through Thursday from 8:00 a.m. to 5:00 p.m.

### CALL TO ORDER

### PLEDGE OF ALLEGIANCE TO THE FLAG OF THE UNITED STATES OF AMERICA

### ROLL CALL

### 1. OTHER BUSINESS

- 1a. Following discussion of the four proposals submitted to the Town of Paradise for a planned and required update of the 1994 Paradise General Plan Housing Element, the Planning Commission will consider adoption of a majority consensus minute order recommending to the Town Council which consultant should be awarded the contract for the project. This

periodic Housing Element Update is required in order to comply with California Government Code and California Department of Housing and Community Development (HCD) housing guidelines.

**2. ADJOURNMENT**

STATE OF CALIFORNIA )	SS.
COUNTY OF BUTTE )	
I declare under penalty of perjury that I am employed by the Town of Paradise in the Town Clerk's Department and that I posted this Agenda on the bulletin Board both inside and outside of Town Hall on the following date:	
<hr/>	
TOWN/ASSISTANT TOWN CLERK SIGNATURE	



## M E M O R A N D U M

**TO:** Paradise Planning Commission

**FROM:** Craig Baker, Community Development Director

**SUBJECT:** Public Discussion – Discussion of Proposals Submitted to the Town for a Planned and Required Update of the 1994 Paradise General Housing Element and Consider Adoption of a Motion to the Town Council for Awarding a Contract

**DATE:** November 26, 2013

### **BACKGROUND:**

On October 16, 2013, the Town of Paradise released a Request for Proposals (RFP) for the above-noted work effort. This periodic Housing Element update is required in order to comply with California Government Code sections 65583, 65585 and State of California Department of Housing and Community Development (HCD) housing guidelines.

As of the November 25, 2013 deadline stipulated within the RFP, the Town has received four proposals from a total of twelve consulting firms contacted. Please thoroughly review these enclosed proposals and be prepared to discuss the merits of each during the special Planning Commission meeting scheduled for **December 3, 2013 at 5:30 p.m.** A summary of the proposals received and corresponding project costs are as follows:

<u>Consulting Firm</u>	<u>Project Cost</u>
• Minterharnish Planning Consultants	\$39,310
• Housing Tools	\$28,600
• Pacific Municipal Consultants	\$29,680*
• Freitas + Freitas Engineering and Planning Consultants, Inc.	\$32,450

\* Additional costs of up to \$5,895 may be incurred for optional tasks (SB 244 analysis, General Plan Land Use Element Update – if required) outlined within PMC's proposal.

At the conclusion of this public discussion, Town staff will be requesting adoption of a majority consensus minute order recommending to the Town Council which consultant is recommended by the Planning Commission to be awarded a contract for the project. Please feel free to contact Town staff if you have any questions regarding this matter.

Encl.

**Town of Paradise**  
**Development Services Department**  
**Request for Proposals**  
**Statement of Work**

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**General Information**

In order to continue the town's successful housing programs and in order to comply with state mandated housing policies and regulations, the Town of Paradise is requesting proposals from consultants qualified to prepare an update to the Town of Paradise's Housing Element. The consultant selected by the town will review the existing Housing Element, which is available on the Town of Paradise website at: <http://townofparadise.com> under "Development Services-Planning," and will update the Housing Element to incorporate current conditions, town policies, and methods that will comply with the requirements of Government Code sections 65583, 65585 and State of California Department of Housing and Community Development's [HCD] housing guidelines.

**Proposed Selection Schedule**

ACTIVITY	DATE
Advertise RFP	October 16, 2013
Proposal Due Date	<b>November 25, 2013</b>
Estimated Award Date	December 10, 2013
Anticipated Contract Date	December 12, 2013

**Contacts**

Questions pertaining to the Request for Proposals should be directed to the following staff:

Craig Baker; Community Development Director; 530.872.6291 ex. 111; [cbaker@townofparadise.com](mailto:cbaker@townofparadise.com)

**Project Description**

The town's Housing Element was last revised in December, 2009. It was reviewed by HCD staff and deemed to comply with applicable housing element law. In accordance with HCD's schedule for this Housing Element cycle, the town seeks to complete and adopt the housing element update by May 15, 2014.

The consultant will be tasked with completing the following assignments:

**Needs Analysis:** The consultant will complete the housing assessment and needs analysis to satisfy Government Code section 65583(a). The consultant will work with town staff to develop a current housing inventory and evaluate housing conditions using HCD-approved criteria. The consultant will need to obtain and analyze the most current demographic and housing data available for the Town of Paradise. Consultant generated data will be used to identify:

- Population, demographic, and employment trends
- Special housing needs, such as large families, seniors, etc.
- Housing stock characteristics
- Adequacy of public facilities
- Housing cost and affordability
- Regional projected housing needs
- Current vacant and underutilized land inventory

**Housing Resources and Opportunities:** The consultant will identify housing resources that are available to assist the town in meeting and furthering its housing goals.

**Housing Constraints:** The consultant will identify potential and actual governmental and non-governmental constraints to housing production. Where constraints exist, the consultant will develop housing programs to mitigate them, and where appropriate and legally permissible, remove the constraints.

**Housing Goals, Policies, and Quantified Objectives:** Building on the work of the current Housing Element, public input, and the needs and constraints analysis, the consultant must develop a five-year implementation plan in accordance with Government Code section 65583 (b) and (c). The text of the Housing Element and its five-year plan must be revised and updated to be compatible with the Butte County Regional Housing Needs Plan January 1, 2014—June 30, 2022 adopted by the Butte County Association of Governments [BCAG] and which is available on the BCAG website at:

<http://www.bcag.org/Planning/Regional-Housing-Need-Plan/2012-Regional-Housing-Need-Plan/index.html>.

The five year implementation plan must include appropriate and implementable housing policies and quantified objectives.

The Housing Element will include programs that:

- Ensure that housing opportunities are available for all persons in the Town
- Preserve and improve the existing stock of affordable housing
- Facilitate development of adequate housing needs to meet the needs of low and moderate-income households and the regional housing allocation goals
- Mitigate any governmental constraints to housing production
- Ensure General Plan consistency and adherence to community based goals

**Draft Housing Element:** The consultant is required to prepare and submit five hard copies and a PDF file of the Administrative Draft of the updated Housing Element for staff review and comment. Based on staff comments, the consultant will modify the Administrative Draft into a Public Review Draft document. The consultant will then prepare and submit ten (10) print copies and one PDF file for the town to provide for each public hearing of the Paradise Planning Commission, the Town Council, and ultimately to HCD staff for their review and approval.

**Planning Commission and Town Council Meetings:** The consultant is expected to attend the Planning Commission and Town Council meetings at which the updated Housing Element will be discussed and acted upon by the Commission and/or Council. The consultant will assist town staff in responding to public and/or agency comments, including comments from HCD staff. The consultant may be asked to attend additional public meetings and/or meetings with HCD staff. Attendance at such meetings will be billed on a time and materials basis.

**Housing Element:** The consultant will prepare the final version of the updated Housing Element, incorporating any changes required by HCD, town staff, elected officials, or generated by public comment, for adoption and transmittal to the State by **May 15, 2014**. Consultant will work closely with town staff to ensure that the Town of Paradise meets all HCD deadlines and requirements.

**State Certification:** The consultant's engagement is in effect until the Town of Paradise achieves State certification of the updated Housing Element.

**Environmental Compliance:** The consultant will prepare and process all applicable documents associated with the updated Housing Element in accordance with the California Environmental Quality Act, and other applicable environmental policies and regulations.

### **Proposal Content**

**Introduction:** Provide a cover letter and introduction including the organization with the name, address, telephone and fax numbers, and e-mail address of the contact person who will be authorized to make representations for the organization. A one to two page Executive Summary shall be provided with an overview of the proposal, its highlights, and the approach to successfully complete this project.

**Work Scope and Schedule:** Discuss each task with a cost estimate and cost proposal for the project including a breakdown of costs by each task. Include a scope of work and schedule of completion that demonstrates how the Consultant will meet the following key events:

- a. Administrative Draft of the updated Housing Element
- b. Two public outreach meetings and review period for the Housing Element
- c. Public notice and preparation and review of CEQA documents
- d. HCD's mandatory 60-day review of the draft Housing Element
- e. Three public hearings before the Planning Commission (2) and Town Council (1)
- f. Town Council approval of the updated Housing Element by the required HCD submittal deadline of June 15, 2014.
- g. HCD Finding of Compliance

**Qualifications and Personnel:** Describe the firm's resources, experience and capabilities as follows:

- a. Provide an outline of the firm's background, qualifications, and ability to perform the scope of services required. Identify any subcontractors proposed for the project.
- b. Provide a list and/or organizational chart to identify the person(s) who will be primarily responsible for contract with the Town.
- c. Identify all key project personnel, their relationship to the project, relevant qualifications and experience, and their level of effort toward completing all needed tasks. Include a description of specific projects similar to this request and the specific tasks performed by the project personnel.
- d. Provide a brief outline of the firm's current workload, staffing and ability to meet the schedule and deadlines described in this RFP.

**References:** Identify at least three (3) successfully completed projects of a similar nature, preferably with direct involvement of municipal governments in California. Each project listed shall include the name of the agency, project manager, phone number, and description of work performed. Consulting projects currently underway may also be submitted for consideration.

**Additional Data:** This section will be limited to five (5) pages. Proposals may include any other information the Consultant deems essential to the evaluation of the qualifications and proposal statements.

**Proposal Submittal:** To be considered, please submit three (3) copies of your proposal by **November 25, 2013 at 4:00 p.m.** to:

Town of Paradise  
Development Services Department  
Housing Element Proposal  
5555 Skyway  
Paradise, CA 95969



ENGINEERING AND PLANNING CONSULTANTS, INC.



ENGINEERING AND PLANNING CONSULTANTS, INC.

Melanie Shaffer Freitas, M.U.I.

3233 Valencia Ave., A1  
Aptos, CA 95003  
831. 688 1168 Tel  
831. 688 1218 Fax  
melanief1@aol.com

November 22, 2013

Mr. Craig Baker, Community Development Director  
Town of Paradise  
5555 Skyway  
Paradise, CA. 95969-4931

SUBJECT: Proposal to Prepare Housing Element Update

Dear Mr. Baker:

Freitas + Freitas Engineering and Planning Consultants, Inc. is pleased to submit this proposal to assist the Town of Paradise with the preparation of an Update to its 2009 Housing Element. Our firm has extensive experience in the preparation of Housing Elements that meet the requirements of the State of California (G.C. 65583 and 65585).

Melanie Shaffer Freitas, Co-owner and Principal of Freitas + Freitas Engineering and Planning Consultants, Inc., has three decades of experience in assisting local governments with housing strategies, including Housing Elements and affordable housing programs. She has prepared 20 Housing Elements for California communities ranging in population size from approximately 7,000 persons to 150,000 persons. She has also provided consulting services to the California Department of Housing and Community Development (HCD) both in the review of Housing Elements as well as providing technical assistance to HCD staff in the delivery of affordable housing programs such as HOME (CalHOME) and CDBG.

Ms. Shaffer Freitas will be the Project Manager and primary contact for this assignment. Her email address is [MelanieF1@aol.com](mailto:MelanieF1@aol.com) and her phone, fax and street address are listed below.

Thank you for considering Freitas + Freitas Engineering and Planning Consultants, Inc.

*Melanie Shaffer Freitas*

Melanie Shaffer Freitas, Co-Owner and Principal  
**Freitas + Freitas, Engineering and Planning Consultants, Inc.**

*Attachment* **Proposal for Update of 2009 Housing Element**



November 22, 2013

## Proposal to Prepare Housing Element Update for the Town of Paradise

Prepared by:

Freitas + Freitas Engineering and Planning Consultants, Inc.

3233 Valencia Avenue, Suite A1

Aptos, Ca. 95003

(831) 688-1168



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### 1.0 Executive Summary

The Housing Element of the General Plan is designed to provide the Town with a coordinated and comprehensive strategy for promoting the production of safe, decent, and affordable housing within the community. California Government Code Section 65580 states the intent of creating Housing Elements:

*The availability of housing is of vital statewide importance, and the early attainment of decent housing and a suitable living environment for every California family is a priority of the highest order.*

Per State Law, the Housing Element has two main purposes:

- 1. To provide an assessment of both current and future housing needs and constraints in meeting these needs; and
- 2. To provide a strategy that establishes housing goals, policies, and programs.

As described in the following sections of this report, Freitas + Freitas will deliver a full and complete document that updates the existing Housing Element (2009) and meets the intent of State housing law. This document will be the Town's 2014-2022 Housing Element and will include:

1. Public Participation Process Description
2. Evaluation of 2009 Housing Element
3. Needs Analysis
4. Governmental and Non Governmental Constraints to Housing Production
5. Site Inventory
6. Quantified Objectives and Housing Program Strategy

The 2014-2022 document will be developed by Freitas + Freitas using the following process:

1. Freitas + Freitas will review the existing 2009 Housing Element and address areas where updated or additional information are needed. Following this analysis, Freitas + Freitas will produce a "Housing Highlights" document which will briefly summarize the current housing situation in the Town and identify potential needs.
2. A community meeting will be organized in which Freitas + Freitas and Town staff/elected and appointed officials will invite members of the community to comment on "Housing Highlights" as well as on the proposed Housing Element.
3. After reviewing community comments, Freitas + Freitas will prepare an Administrative Draft 2014-2022 Housing Element.
4. After review by Staff, Planning Commission and Town Council, the Draft Housing Element will be submitted to the State of California, Department of Housing and Community Development (HCD) for their review and comment.
5. Responding to the comments made by HCD, Freitas + Freitas will prepare a final copy of the Housing Element for review and adoption by the Town Council.
6. HCD will review the adopted Element with the goal of HCD finding the 2014-2022 Housing Element in compliance with State Housing Element Law.

## **Town of Paradise Housing Element: 2014-2022**

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The sections that follow in this proposal provide additional information about the process proposed by Freitas + Freitas that will lead to the eventual finding of compliance by HCD for the Town of Paradise's 2014-2022 Housing Element document.

### **2.0 Approach and Work Program**

#### **2.1 DESCRIPTION OF HOUSING ELEMENT CONTENT**

Freitas + Freitas will update the Town's existing 2009 Housing Element to comply with the requirements of the State of California and the Butte County Regional Housing Needs Plan, January 2014 to June, 2022. As required by State Law, the new 2014-2022 Housing Element will include the following:

##### **Public Participation Description**

The document will include a description of the process to include all economic segments of the community in the development of the 2014-2022 Housing Element.

##### **Evaluation of 2009 Housing Element**

Included in this section will be a written review of the Town's current Housing Element with a description of progress made in implementing the 2009 goals and objectives and the effectiveness of the Element's proposed programs and strategies.

##### **Needs Analysis**

This section of the document will include a housing assessment and needs analysis. The consultant will work with town staff to develop a current housing inventory and evaluate housing conditions using HCD-approved criteria. The consultant will utilize existing data sources, such as the 2010 U.S. Census data, to identify:

- Population, demographic and employment trends,
- Special housing needs, such as large families, seniors, etc.,
- Housing stock characteristics,
- Adequacy of public facilities,
- Housing cost and affordability,
- Regional projected housing needs, and
- Current vacant and underutilized land inventory.

##### **Housing Resources and Opportunities**

This section will include information on existing and potential resources (such as CDBG, CalHOME, non profit organizations, etc.) that can assist the town in meeting its housing needs and goals.

##### **Housing Constraints**

In this section of the 2014-2022 Housing Element, potential and actual governmental and non-governmental constraints to housing production will be identified. These can include constraints as varied as adequacy of infrastructure or mortgage interest rates. Where constraints exist, the document will include programs to mitigate or remove them where possible.

##### **Housing Goals, Policies and Quantified Objectives**

After an analysis of housing needs, resources and constraints, the 2014-2022 Housing Element will then include an implementation plan. The implementation plan will include the Regional Housing Need Assessment as adopted by the Butte

## Town of Paradise Housing Element: 2014-2022

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County Association of Governments for the period of January 1, 2014 to June 30, 2022.

This section is one of the most critical and important components of the Town's housing strategy. It includes specific quantified objectives and time frames for addressing the Town's housing needs. These objectives are concurrently linked with program strategies that will help to achieve the desired goals. This will include programs that:

- Ensure that housing opportunities are available for all persons in the Town,
- Preserve and improve the existing stock of affordable housing,
- Facilitate development of adequate housing to meet the needs of low and moderate income households and the regional housing allocation goals,
- Mitigate any governmental constraints to housing production, and
- Ensure General Plan consistency and adherence to community-based goals.

### 2.2 WORK PROGRAM

The work program for the project will include the specific tasks described below:

1. **Kickoff Meeting:** The Project Manager, Melanie Shaffer Freitas, will meet with Town staff to discuss project goals, strategy, timelines, communication procedures and expected products.
2. **"Housing Highlights" Handout:** Ms. Freitas will prepare a simple 1-3 page "handout" for public use that will summarize information about the current housing market and household needs in the community. She will prepare this handout after reviewing the current Housing Element and updating information as needed.
3. **Community Meeting:** A community meeting will be held to invite comments from the public about the proposed Housing Element document. The "Housing Highlights" document will be made available prior to the meeting so that the public has a chance to review the information and comment. Staff and Ms. Freitas will decide on the appropriate date and venue for the meeting.
4. **Administrative Draft 2014-2022 Housing Element:** Following the Community Meeting, Ms. Freitas will prepare an Administrative Draft Housing Element document for review by Town Staff. **Ms. Freitas will also submit the "Completeness Checklist" to the Town along with the Administrative Draft. This checklist is the same form that is used by HCD staff to review the document.** Ms. Freitas will complete the HCD checklist. The checklist, which demonstrates that all of the HCD requirements are addressed in the Draft Element, is an added feature that Ms. Freitas provides for her clients. A copy of the HCD "Completeness Checklist" is included in the Appendix to this proposal.
5. **Draft 2014-2022 Housing Element:** After incorporating comments from Staff, a Draft Housing Element will be completed and reviewed by the Planning Commission and Town Council for approval. The meetings will be held as public hearings so the public has an opportunity to comment.
6. **HCD Review of Draft Housing Element:** After any necessary revisions requested by the Planning Commission/Town Council, the Draft 2014-2022 Housing Element will be submitted to the State of California, Department of

Housing and Community Development (HCD) for their 60 day review period. It may be that the Draft Housing Element will be eligible for a "streamlined" review by HCD and, if Ms. Freitas determines that it could be eligible, the draft Element will be submitted with all documentation requesting such a streamlined review.

Freitas + Freitas will make every effort possible to submit the draft Housing Element to HCD by the June 15, 2014 submittal deadline. This will include a streamlined request (if feasible) as well as expedited processing of the document.

7. **Environmental Compliance:** Concurrent with the completion of the Draft Housing Element, an environmental determination in accordance with CEQA will be completed.
8. **Final 2014-2022 Housing Element:** Comments provided by HCD will be reviewed and incorporated as appropriate into the Final Housing Element, which will then be reviewed by the Town Council for adoption. The adopted Housing Element will then be forwarded to HCD for their final review.
9. **Finding of Compliance:** It is anticipated that, after HCD reviews the Final 2014-2022 Housing Element, a finding will be made by HCD that the document is in compliance with State Housing Element Law.

### 3.0 Work Products

Type of Product	# of Hard Copies	PDF
"Housing Highlights" 1-3 page written document summarizing Town's current housing market and household needs.	50 copies	Yes
Administrative Draft 2014-2022 Housing Element	5 copies	Yes
Draft 2014-2022 Housing Element	30 copies	Yes
Final 2014-2022 Housing Element	20 copies	Yes
Environmental Review Document	5 copies	Yes

### 4.0 Tasks and Cost Estimates

#### 4.1 KEY TASK COMPLETION DATES AND COST ESTIMATES

Key Tasks	Estimated Completion Date*	Estimated Cost
Kickoff Meeting, Preparation of "Housing Highlights" and Community Meeting <i>(Includes consultant attendance at one on-site meeting with Town staff for Kick Off Meeting and attendance at one Community Meeting)</i>	January, 2014	\$4,400.00
Submittal of Administrative Draft 2014-2022 Housing Element	February/March, 2014	\$9,150.00
Submittal of Draft 2014-2022 Housing Element/Planning Commission and Town Council Public Hearings On Draft Housing Element <i>(Includes consultant attendance at one Planning Commission and one Town Council Meeting)</i>	March/April, 2014	\$4,200.00
Submittal of Draft 2014-2022 Housing Element to HCD	April/May, 2014	\$3,200.00
Incorporate HCD comments and prepare Final 2014-2022 Housing Element/Town Council approval of Final Element <i>(Includes consultant attendance at one Town Council Meeting and on-going consultation with HCD)</i>	June/August, 2014	\$6,500.00
Submit Final Adopted 2014-2022 Housing Element to HCD for their review	August/September, 2014	\$3,500.00
HCD Finding of Compliance	September/October	\$1,000.00
COST FOR WORK TASKS		\$31,950.00
Document Printing and Material supplies Allowance		500.00
<b>TOTAL ESTIMATED PROJECT COST</b>		<b>\$32,450.00</b>

*\*Assumes Notice to Proceed is issued to consultant in December, 2013*



**4.2 TOTAL CONTRACT COST AND PAYMENT TERMS**

As listed in the table on the previous page, the total estimated cost for completing the tasks included in this proposal is \$32,450.00. Payment of this amount shall be as follows:

1. Retainer payment of 10% of the total amount (\$3245.00) will be payable upon execution of the contract between the Town and Freitas + Freitas Engineering and Planning Consultants, Inc.
2. Payment of the remaining amount shall be paid upon the completion of each task, less 10%. For example, upon completion of the first task (Kickoff Meeting, Preparation of "Housing Highlights" and Community Meeting) an invoice shall be submitted for \$3960.00 (\$4400 less 10% = \$3960.00)
3. The Town shall pay Freitas + Freitas within 30 days of receipt of the invoice from Freitas + Freitas.

## **5.0 Qualifications of Freitas + Freitas Engineering and Planning Consultants**

### **5.1 DESCRIPTION OF FREITAS + FREITAS, ENGINEERING AND PLANNING CONSULTANTS, INC.**

With nearly three decades of experience, Freitas + Freitas provides a wide range of consulting services in the areas of engineering and urban planning. Founded in 1985 by husband and wife, Michael and Melanie Freitas, the firm has a roster of clients that includes individuals, businesses, non profit agencies, municipal governments and private agencies.

#### **Consulting Services:**

##### **Land Use and Community Planning**

Housing Elements  
Development and Feasibility Analysis  
Land Development Permit Processing  
Project Management  
Development Team Formation and Coordination  
Residential Underwriting and Financial Design  
Affordable Housing Program Design and Implementation  
Non Profit Management  
Community Planning  
Community Workshops

##### **Water and Wastewater**

Water Systems  
Wells  
Water Production  
Storage Tanks  
Distribution Systems  
Pump Stations  
Treatment Facilities  
Trench Work  
Control Systems  
Instrumentation  
Underground Piping  
Administration Facilities  
Fluoridation Systems

##### **Engineering**

Civil Engineering  
Construction Management  
Assessments  
Project Management  
Planning Consulting  
Drainage Plans (QSD approved)  
Specifications  
Cost Estimates  
Calculations  
Hydrology Studies  
Flood Control

With an office located near the Monterey Bay in Aptos, California, Freitas + Freitas is poised in a central location to provide consulting services to all areas of California. The firm is fully bonded and insured and can provide Certificates of Insurance that comply with municipal governments' minimum thresholds.

Michael J. Freitas has been a registered Civil Engineer with the State of California since 1970. He is also qualified as a SWPPP (Stormwater Prevention Plan Provider) designee.

### **5.2 QUALIFICATIONS OF MELANIE SHAFFER FREITAS**

Melanie Shaffer Freitas is co-owner with her husband, Michael J. Freitas, of Freitas + Freitas Engineering and Planning Consultants, Inc. She has a Masters degree in Urban Planning and has been providing consulting services in that field since receiving her degree in 1974.

Ms. Shaffer Freitas wrote her first Housing Element in 1977 for the City of Watsonville. Since then, she has written 19 additional Housing Elements. All of the Housing Elements were found to be in compliance with State Housing Element law. A representative list of communities that benefitted from her expertise in writing Housing Elements include:

County of Monterey  
County of Santa Cruz  
City of Capitola  
City of Thousand Oaks  
Town of Los Gatos

City of Palo Alto  
City of Sand City  
City of Campbell  
City of Cupertino  
Town of San Juan Bautista

She has written Housing Elements for towns as small in population as 7,000 people to cities and counties with populations of 150,000 or more people.

Ms. Shaffer Freitas also provided consulting services to the State of California, Department of Housing and Community Development (HCD) by reviewing Housing Elements during a period of time when the Department was short on staff.

In addition to her Housing Element expertise, Ms. Shaffer Freitas is also considered a national expert in the area of affordable housing. For over two decades, Ms. Shaffer Freitas was a consultant to the U.S. Department of Housing and Urban Development (HUD). In that role, she provided training and technical assistance to hundreds of State and local governments throughout the United States and its territories. One of her responsibilities included the delivery of training session for HCD staff in California on the HOME and CalHome program.

As part of her consulting work for HUD, Ms. Freitas wrote a nationally published training manual entitled "The Inclusionary Housing Tool Box" (2006), which is still available through ICF, Inc. in Virginia.

Ms. Shaffer Freitas is knowledgeable about all aspects of affordable housing, which is important for the development of a credible and realistic Housing Element document. She has experience in securing land and obtaining entitlements for affordable housing developments as well as non-profit management experience as the Executive Director of Habitat for Humanity, Santa Cruz County for 3 years.

Ms. Freitas has served as a member and Chairperson of the City of Santa Cruz Planning Commission and Housing Advisory Committee. Further, she is a member of Leadership Santa Cruz County (Class of 28).

## **Town of Paradise Housing Element: 2014-2022**

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Ms. Shaffer Freitas' resume is included in the Appendix to this proposal. For additional information regarding Ms. Shaffer Freitas and her firm, please visit the company website at [www.freitasplusfreitas.com](http://www.freitasplusfreitas.com).

### **5.3 STAFFING AND ABILITY TO MEET DEADLINES**

Ms. Melanie Shaffer Freitas will be the Project Manager and will prepare the 2014-2022 Housing Element. When they first established their firm in 1985, Melanie and Michael Freitas made a conscious decision to keep the firm small in order to provide direct "hands on" consulting services to their clients. This has proven to be a worthwhile strategy as many of their clients are repeat clients. For example, the City of Thousand Oaks in Ventura County contracted with Ms. Freitas three times to complete their Housing Element when a new Housing Element cycle commenced. Ms. Shaffer Freitas will provide the same direct and individualized service for the Town of Paradise.

At the present time Ms. Shaffer Freitas has sufficient time to complete the Paradise Housing Element Update as efficiently as possible. There is a June 15, 2014 deadline for submitting the Housing Element to the State of California Department of Housing and Community Development (HCD). It is the intent of Ms. Freitas to submit the Draft Housing Element prior to the June 15, 2014 deadline. This is assuming that the Town issues a "Notice to Proceed" during the month of December, 2013 so Ms. Freitas can immediately begin her initial steps as outlined in the "Work Program" on page 4 of this proposal.

## **6.0 References**

### **County of Monterey**

Ms. Shaffer Freitas provided consulting services for the County of Monterey, Office of Housing and Redevelopment, for 8 consecutive years. She provided both affordable housing consulting services as well as economic development consulting services.

In regards to housing, Ms. Freitas completed an update of their Housing Element, evaluated their existing Inclusionary Housing Program, monitored the construction of affordable housing projects, wrote successful CDBG grant applications, and developed a new policy and procedure manual for the Inclusionary Housing Program. The Housing Element that Ms. Freitas wrote for the County of Monterey was on-time, on-budget and determined by HCD to be in full compliance with State Housing Element law. Ms. Marti Noel, Assistant Director of the Office of Housing and Redevelopment, supervised Ms. Freitas' contract for the Housing Element as well as other work.

*Contact:* Ms. Marti Noel, Assistant Director of the Office of Housing and  
Redevelopment  
County of Monterey  
(831) 755-4879  
[noelm@co.monterey.ca.us](mailto:noelm@co.monterey.ca.us)



### **City of Sand City**

Ms. Shaffer Freitas prepared the update to the City of Sand City's Housing Element. The Housing Element written by Ms. Shaffer Freitas was determined by HCD to be in full compliance with State Housing Element Law.

*Contact:* Mr. Steve Matarazzo, City Administrator and Community  
Development Director  
City of Sand City  
(831) 394-6700, ext. 12  
[Steve@SandCity.org](mailto:Steve@SandCity.org)

### **City of Scotts Valley**

Ms. Shaffer Freitas worked with the Planning Department in Scotts Valley in securing all of the entitlements and permits necessary for a 3-unit residential townhome development. The units were all affordable units and new construction. Ms. Shaffer Freitas is providing this reference as an example of her knowledge and expertise of residential project development and local municipal codes and standards.

*Contact:* Michelle Fodge, Senior Planner  
City of Scotts Valley  
(831) 440-5632  
[Mfodge@scottsvalley.org](mailto:Mfodge@scottsvalley.org)

**APPENDIX:**

- 1. Resume of Melanie Shaffer Freitas**
  - 2. Housing Element Completeness Checklist**
- Department of Housing and Community Development**



## **MELANIE SHAFFER FREITAS**

**Freitas + Freitas Engineering and Planning Consultants, Inc.**

3233 Valencia Avenue, Aptos, Ca. 95003

831-688-1168 (office)

E-Mail: [MelanieF1@aol.com](mailto:MelanieF1@aol.com)

831-251-3550 (cell)

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### **EXECUTIVE SUMMARY**

Extensive experience as an urban planning consultant to governmental agencies and nonprofit organizations. Program development and project management for residential, commercial, industrial and mixed use land activities. Nationally recognized expert in design, public financing and grants for affordable housing units. Demonstrated success as Executive Director of a non-profit housing organization by increasing housing unit production, managing site acquisition, residential permits/entitlements and securing grants and donations. Outstanding interpersonal and presentation skills. Analytical, articulate and responsible.

### **CORE COMPETENCIES**

Development Feasibility Analysis  
Project Management  
Affordable Housing Program Design  
Non Profit Management

Land Development Permit Processing  
Development Team Formation and Coordination  
Public and Private Financing  
Community Planning and Workshops

### **PROFESSIONAL EXPERIENCE**

#### **Project Management/Land Use/Economic Development**

##### **Consultant, County of Monterey**

**2001-2009**

Project manager and consultant to the County of Monterey Redevelopment and Housing Office (RHO). Examples of management work include:

- Project consultant for core redevelopment projects including the East Garrison Project (244 acre planned mixed use community at the former Fort Ord), Industrial Park, Horse Park, Historic Arts District, Mixed Use Town Center and Habitat Restoration Plan;
- Project management of external consultants such as Economic Development Consultants, Environmental Consultants, Engineering Consultants, etc. for all projects;
- Successful Grant writer for governmental funds for public facility improvements in Castroville and Moss Landing;
- Management of state and local grants such as HOME, CDBG, Cal HOME, etc.;
- Project manager for affordable housing developments ranging in size from 20 units to 63 units in Redevelopment areas;
- Preparation and management of Development/Disposition Agreements with private/public partners.



## **Residential Development and Affordable Housing**

### **Executive Director, Habitat for Humanity Santa Cruz County**

**2009-2012**

- Leadership in managing the "turn around" of non profit organization from no construction activity to four new construction projects and creating a "pipeline" of additional units for the next 5 years.
- Management of staff and volunteers for single-family and multi-family construction.
- Successfully secured over \$2 million dollars in public funding for construction projects.
- Managed permit and entitlement process for new construction projects in the County of Santa Cruz (7 units) and Cities of Santa Cruz (1 unit) and Scotts Valley (3 units).

### **Consultant, ICF, Inc. and HUD, Washington D.C.**

**1991-2005**

Under a contract with ICF, Inc. designed and delivered training courses and was a consultant for HUD-funded programs throughout the United States. Listed below is a brief sample of the range of consulting and training services provided:

- Delivered 3-day training courses on HUD programs in locations throughout the United States. Trained over 4,000 persons total throughout the contiguous United States as well as Hawaii and Alaska.
- Provided on-site technical assistance on how to utilize HUD funds to over 50 different jurisdictions including:
  - State of Hawaii (Counties of Maui, Hawaii and Kauai)
  - Guam and Saipan
  - Los Angeles County
  - Snohomish County, WA.
  - State of Arkansas
  - City of Richmond, Ca.
  - HUD Regional and Local Offices: Anchorage, San Francisco, Seattle and Phoenix
- Wrote numerous affordable housing training and information manuals, including the Inclusionary Housing Toolbox, a resource manual funded under a HUD contract, which is still used by many communities throughout the U.S.

### **Consultant to California Communities**

**1979-2005**

Developed and achieved certification for "Housing Elements" (General Plan required documents) for 30 different California communities. In addition, also provided an extensive range of housing documents and studies in the areas of affordable housing design and management. Below is a representative list of the type of services provided:

*City of Santa Cruz:*

- Evaluation of Affordable Housing Program
- Feasibility Report for Housing Trust Fund
- Housing Strategy for the City of Santa Cruz Beach and South of Laurel Comprehensive Area Plan (This Plan received an "Award of Excellence" from the northern California section of the American Planning Association in June 1999.)

*City of Santa Barbara:* Evaluation of City's Housing Programs

*City of Morgan Hill:*

- Accessory Unit Program and Replacement Housing
- Policies and Procedures for Senior Housing Trust Fund

*City of Stockton:* Evaluation of City's Housing Rehabilitation Program

*City of San Jose:* Evaluation of City's Housing Rehabilitation Program

*City of Capitola:* General Plan and Housing Element

## **EDUCATION**

### **Bachelors Degree in Behavioral Sciences (BA)**

San Jose State University

### **Masters Degree in Urban Planning (MUP)**

San Jose State University

# Housing Element Update Guidance



## Attachment 2: Completeness Checklist



## Public Participation (Section 65583(c)(8))

(See Building Blocks at [http://www.hcd.ca.gov/hpd/housing\\_element2/GS\\_publicparticipation.php](http://www.hcd.ca.gov/hpd/housing_element2/GS_publicparticipation.php))

Description of diligent effort to include all economic segments of the community and/or their representatives in the development and update of the housing element (e.g., types of outreach, meetings, appropriate languages, list of invitees and general comments and how they were incorporated)	Page(s)	Comments

## Review and Revise (Section 65588)

(See Building Blocks at [http://www.hcd.ca.gov/hpd/housing\\_element2/GS\\_reviewandrevise.php](http://www.hcd.ca.gov/hpd/housing_element2/GS_reviewandrevise.php))

Progress in implementation – A description of the actual results or outcomes of the prior element's goals (i.e., what happened), objectives, policies, and programs. Include quantification of results where possible (e.g., number of units rehabilitated) and may be qualitative where necessary (e.g., mitigation of governmental constraints)	Page(s)	Comments
Effectiveness of the element – For each program, include an analysis comparing significant differences between what was projected or planned in the earlier element and what was achieved. Analyze the differences to determine where the previous housing element met, exceeded, or fell short of what was anticipated		
Appropriateness of goals, objectives, policies and programs – A description of what has been learned based on the analysis of progress and effectiveness of the previous element. A description of how the goals, objectives, policies, and programs in the updated element are being changed or adjusted to incorporate what has been learned from the results of the previous element		



## Housing Needs Assessment (Section 65583(a)(1 and 2))

(See Building Blocks at [http://www.hcd.ca.gov/hpd/housing\\_element2/HN\\_home.php](http://www.hcd.ca.gov/hpd/housing_element2/HN_home.php))

	Page(s)	Data Source (if not identified in the housing element)	Comments
Quantification and analysis * of existing and projected housing needs			
Populations and employment trends, including documentation of projections			
Housing and Household characteristics, including: <ul style="list-style-type: none"> <li>• Level of payment compared with ability to pay (overpaying households)</li> <li>• Housing stock conditions</li> <li>• Overcrowded households</li> </ul>			
Existing and projected needs for all income levels, including: <ul style="list-style-type: none"> <li>• Regional Housing Need Allocation (RHNA)</li> <li>• Existing housing need for extremely low income households</li> <li>• Projected housing need for extremely low income households based on RHNA or Census (see Section 65583(a)(1))</li> </ul>			

\* Analysis is defined as a description and evaluation of specific needs, characteristics and resources available to address identified needs





## Persons with Special Needs (Section 65583(a)(7))

(See Building Blocks at [http://www.hcd.ca.gov/hpd/housing\\_element2/HN\\_SHN\\_home.php](http://www.hcd.ca.gov/hpd/housing_element2/HN_SHN_home.php))

	Page(s)	Data Source (if not identified in the element)	Comments
Identification and analysis of any special housing needs including:*			
• Elderly			
• Persons with disabilities, including developmental disabilities (See Memo at <a href="http://www.hcd.ca.gov/hpd/NoticeCoverLtrSB812.pdf">http://www.hcd.ca.gov/hpd/NoticeCoverLtrSB812.pdf</a> )			
• Large households			
• Farmworkers (seasonal and permanent)			
• Female headed households			
• Homeless (annual and seasonal) **			
• Other			

\* Analysis is defined as a description and evaluation of specific needs, characteristics and resources available to address identified needs  
\*\* See Section 65583(a)(7) for additional information regarding this requirement

## At-risk Units (Section 65583(a)(9))

(See Building Blocks at [http://www.hcd.ca.gov/hpd/housing\\_element2/EHN\\_atrisk.php](http://www.hcd.ca.gov/hpd/housing_element2/EHN_atrisk.php))

	Page(s)	Comments
Inventory of at-risk units (10 years from the housing element due date) (Section 65583(a)(9)(A))		
Estimate of replacement versus preservation costs (Section 65583(a)(9)(B))		
Identification of qualified entities Section 65583(a)(9)(C))		
Identification of potential funding Section 65583(a)(9)(D))		

Note: Section 65583(a)(9) has many detailed requirements. Agencies with at-risk units should review the specific statutory requirements to ensure a complete analysis.



## Potential Governmental and Non-governmental Constraints (Section 65583(a)(5 and 6))

(See Building Blocks at [http://www.hcd.ca.gov/hpd/housing\\_element2/CON\\_home.php](http://www.hcd.ca.gov/hpd/housing_element2/CON_home.php))

Potential Governmental Constraints	Page(s)	Comments
<p>Include an analysis of actual and potential governmental constraints for each of the following:</p> <ul style="list-style-type: none"> <li>Land use controls (e.g., parking, lot coverage, heights, unit sizes, open space requirements, floor area ratios, growth controls (e.g., caps on units or population or voter approval requirements)</li> <li>Building codes and their enforcement (e.g., current CBC, any local amendments and local code enforcement programs)</li> <li>Site improvement requirements (e.g., street widths, etc.)</li> <li>Fees and other exactions (e.g., analyze all planning and impact fees and impact on total development costs)</li> <li>Local processing and permit procedures (e.g., typical processing times, permit types by housing type, decision-making criteria and bodies)</li> </ul>		
<ul style="list-style-type: none"> <li>Housing for persons with disabilities (e.g., definition of family, concentration requirements, reasonable accommodation procedures)</li> <li>Potential and actual constraints on the development of a variety of housing types for all income levels, including multifamily rental housing, factory-built housing, mobiles homes, housing for agricultural employees, supportive housing, single-room occupancy units, emergency shelters and transitional housing</li> </ul>		





	Page(s)	Comments
Local efforts to remove governmental constraints that hinder the locality from meeting its share of the regional housing need		
Local efforts to remove governmental constraints that hinder meeting the need for housing for persons with disabilities, supportive housing, transitional housing and emergency shelters		
Transitional housing and supportive housing as a residential use of property and subject only to those restrictions that apply to other residential dwellings of the same type in the same zone		
<u>Potential Non-governmental Constraints</u> Include an analysis of actual and potential non-governmental constraints for each of the following:		
Availability of financing		
Price of land		
Cost of construction		





## Sites Inventory and Analysis (Section 65583(a)(3) and 65583.2))

(See Building Blocks at [http://www.hcd.ca.gov/hpd/housing\\_element2/SIA\\_home.php](http://www.hcd.ca.gov/hpd/housing_element2/SIA_home.php))

	Page(s)	Comments
<p>Listing of properties by parcel number or other unique, reference showing for each parcel (Section 65583.2(b)(1) – (3):</p> <ul style="list-style-type: none"> <li>• Size</li> <li>• General plan designation</li> <li>• Zoning category</li> <li>• For non-vacant sites, description of existing uses</li> <li>• Number of units that can be accommodated on each site</li> </ul>		
<p>* Sites available for Above Moderate income households and not served by public sewer need not be identified on a site specific basis (Section 65583.2(b)(6))</p>		
<p>General description of environmental constraints to the development of housing (Section 65583.2(b)(4))</p>		
<p>General description of infrastructure (planned/available) including water, sewer and other dry utilities, including availability and access to distribution facilities (Section 65583.2(b)(5))</p>		
<p>In determining the number of units on each site, indicate how the number of units was determined.</p> <ul style="list-style-type: none"> <li>• If development is required at minimum density, indicate the number of units at the minimum density. No further analysis is required.</li> <li>• If development is not required at minimum density, demonstrate how the number of units were determined and adjust, if necessary, for local land use controls.</li> </ul>		



	Page(s)	Comments
For Non-vacant sites, specify the additional development potential for each site within the planning period and provide an explanation of the methodology to determine development potential considering factors, including the extent to which existing uses may constitute an impediment to additional residential development, development trends, market conditions and regulatory or other incentives to encourage additional residential development (Section 65583.2(b)(7))		
Demonstration of zoning to accommodate the housing need for lower income households (Section 65583.2(c)(3)) and (d) – (f))		
<ul style="list-style-type: none"> <li>• Indicate those sites that can accommodate lower income households</li> <li>• Indicate those sites where the density allowed is at the “deemed appropriate” [default] density (65583.2(c)(3)(B))</li> <li>• For sites that can accommodate lower income households, but with allowed densities less than the “deemed appropriate” density, provide analysis demonstrating how the adopted densities accommodate the need for lower income housing. The analysis must include: <ul style="list-style-type: none"> <li>○ Market demand</li> <li>○ Financial feasibility</li> <li>○ Project experience within a zone providing housing for lower income households (65583.2(c)(3)(A))</li> </ul> </li> </ul>		
Map of Sites included in the inventory (Section 65583.2(b)(7))		
Number of units built between the start of the projection period and the deadline for adoption of the housing element (Government Code Section 65583.1(d))		
Number of units proposed using alternative provisions such as rehabilitation, conversion, preservation or second units (Section 65583.1). See checklist at <a href="http://www.hcd.ca.gov/hpd/housing_element2/examples/655831Checklist.pdf">http://www.hcd.ca.gov/hpd/housing_element2/examples/655831Checklist.pdf</a>		





	Page(s)	Comments
Identification of zoning for a variety of types:		
Multifamily rental housing		
Factory-built housing		
Mobilehomes		
Housing for agricultural employees		
Emergency shelters (See Section 65583(a)(4) and the Department's memo at <a href="http://www.hcd.ca.gov/hpd/sb2_memo050708.pdf">http://www.hcd.ca.gov/hpd/sb2_memo050708.pdf</a> )		
Transitional and supportive housing (See Section 65583(a)(5) and the Department's memo at <a href="http://www.hcd.ca.gov/hpd/sb2_memo050708.pdf">http://www.hcd.ca.gov/hpd/sb2_memo050708.pdf</a> )		
Carryover obligation (AB 1233: Section 65584.09 – See memo at <a href="http://www.hcd.ca.gov/hpd/hrc/plan/he/ab_1233_final_dt.pdf">http://www.hcd.ca.gov/hpd/hrc/plan/he/ab_1233_final_dt.pdf</a> )		



## Quantified Objectives and Housing Programs (Section 65583(b) and (c)(1 through 6))

(See Building Blocks at [http://www.hcd.ca.gov/hpd/housing\\_element2/PRO\\_home.php](http://www.hcd.ca.gov/hpd/housing_element2/PRO_home.php))

	Page(s)	Comments
Provide statement of quantified objectives (Section 65583(b)):		
<p>Maximum number of units, by income group, including extremely low-income of:</p> <ul style="list-style-type: none"> <li>• new construction;</li> <li>• rehabilitation; and</li> <li>• conservation.</li> </ul>		
Include programs (Section 65583(c) and (c)(7)) with:		
<ul style="list-style-type: none"> <li>• Schedule of specific actions;</li> <li>• Timeline for implementation with a beneficial impact in the planning period; and</li> <li>• Identification of agencies and officials responsible for implementing each program.</li> </ul>		
Program(s) providing adequate sites (Section 65583(c)(1)):		
Programs to rezone and any other programs needed to address a shortfall of sites to accommodate the regional housing need, if applicable, and any programs included pursuant to Section 65583.2(h) and (i) or carryover obligation pursuant to Section 65584.09		
Programs to rezone and any other programs needed to address a shortfall of capacity for housing for farmworkers that could not be accommodated on sites identified in the inventory, if applicable.		
If applicable, programs to facilitate a variety of housing types, including multifamily rental, factory-built housing, mobilehomes, housing for agricultural employees, supportive housing, single room occupancy, emergency shelters and transitional and supportive housing		



	Page(s)	Comments
Programs to assist in the development of housing for extremely low, very low, low and moderate income households (Section 65583(c)(2))		
Program(s) to address governmental constraints (Section 65583(c)(3)):		
Programs to address governmental constraints and where appropriate and legally possible, to remove constraints to the maintenance, improvement and development of housing		
Program to remove constraints on housing for persons with disabilities and provide reasonable accommodation for housing for persons with disabilities		
Program(s) to conserve and improve the condition of the existing affordable housing stock (Section 65583(c)(4))		
Program(s) to promote housing opportunities for all persons (Section 65583(c)(5))		
Program(s) to preserve at-risk units (Section 65583(c)(6))		



**Proposal for the  
2014 Housing Element Update**  
Town of Paradise, California

Prepared by  
 **HousingTools**

November 8, 2013

## Table of Contents



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Craig Baker  
Community Development Director  
City of Paradise  
5555 Skyway  
Paradise, CA 95969

RE: Town of Paradise Housing Element Update

Dear Mr. Baker:

I am pleased to present to you a proposal to update the Paradise Housing Element. If you are looking for a consultant that understands Housing Element regulations, works closely with your staff, and is cost effective, Housing Tools is the right fit for the job. As Sole Proprietor and single point of contact, I am able to offer service that is hands-on and customized to your needs, without the high cost and overhead of larger firms.

I have assembled a housing element consulting team that has extensive contacts within Butte County, understands local issues, and offers broad-based experience. This team is headed by Housing Tools, which will be the prime contractor and point of contact with Town of Paradise staff. Housing Tools will work closely with Debbie Villasenor and Tempura Board. Together, our team has over 50 years of experience in housing and community development planning, much of it focused in Butte County. Our team is also working together on the Butte Countywide Homeless Continuum of Care 10-Year Strategy to End Homelessness. Continuum of Care references are provided in this proposal.

Not only is my experience attuned to the local political and economic environment, it is grounded in practical experience in program implementation and housing development. This leads to a housing element document that is responsive to current conditions, with achievable goals and staying power. As Housing Manager for the City of Chico from 2007 to 2012, I directed planning and program implementation. This included managing an annual budget of about \$3 million and a number of housing programs, in compliance with federal and state regulations. It also involved planning, financial structuring, underwriting and public presentations necessary to build more than 300 affordable housing units. Prior to working at the City of Chico, I directed the production of 309 affordable units for an East Bay nonprofit developer.

My planning work at the City of Chico included completion of the 2010-2015 HUD Consolidated Plan and the 2009-2014 Housing Element, which was adopted in August 2009. The State Housing and Community Development Department (HCD) approved this Housing Element with minimal changes. HCD commended the City of Chico Housing Element for its strong public participation process and innovative strategies. This positioned the City of Chico to receive funds from several State funding programs, such as parks improvement through the Housing Related Parks Program.

Due to the success of the last Housing Element, Housing Tools is completing the City of Chico's 2014-2021 update.

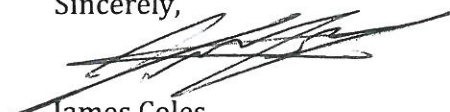
Tempra Board is a locally based consultant that has extensive experience throughout California, focusing on resource development, proposal writing, and program development for health and human service organizations. She has more than 15 years of experience in this area, and has worked in Paradise for the past 10 years. Along with Gary Bess Associates, Tempra played a key role in creating the Los Angeles County 10-Year Plan to End Homelessness in 2004.

Debbie Villasenor has expertise in developing affordable homes and special needs housing programs in Butte County. She has accumulated more than 24 years of experience in securing more than \$48 million in public and private funds to build 1,250 single-family and 305 multi-family homes. For the past six years, Debbie has been the housing consultant for the Butte County Department of Behavioral Health, developing programs that serve very low-income, chronically homeless and homeless individuals with mental illness.

Direct engagement in the housing element planning process by this highly experienced three-person team, with Housing Tools as the lead, will result in a planning process that is clear and efficient. To further assist with project coordination, Housing Tools has crafted web-based project management systems through its work with local governments. This will make documents and drafts easily accessible to County staff, clearly communicate responsibilities and roles, set an agreed-upon schedule, and send out automated reminders and notifications to keep everyone on task.

Thank you for providing us with the opportunity to submit this proposal. It provides a unique opportunity for the Town of Paradise to work with a team that has extraordinary local knowledge and broad-based experience. This will yield a document that is responsive to local conditions, implementable, cost efficient and in compliance with State regulations. Feel free to contact me at (530) 513-3116 or [jcoles@housing-tools.com](mailto:jcoles@housing-tools.com).

Sincerely,

A handwritten signature in black ink, appearing to read 'James Coles', written over a horizontal line.

James Coles  
Principal, Housing Tools





### Executive Summary

#### Background

Housing Tools is a consulting firm specializing in housing policy and development. The firm is owned and operated by James Coles. As Sole Proprietor and single point of contact, James offers services that are hands-on and customized to clients' needs, without the high cost and overhead of larger firms. James works directly with the client to structure a scope of work and schedule. Because he controls his own workload and budget, James is able to work through this process flexibly and efficiently.

#### Qualifications

Housing Tools will lead a housing element consulting team that has extensive contacts within Butte County, understands local issues, and offers broad-based experience. This team is headed by Housing Tools, which will be the prime contractor and point of contact with Town of Paradise staff. Housing Tools will work closely with Debbie Villasenor and Tempra Board. Together, our team has over 50 years of experience in housing and community development planning, much of it focused in Butte County. Our assistant Justina Johnson will provide design and coordination of a housing element website, e-newsletter, and flyers. Our team is also working together on the Butte Countywide Homeless Continuum of Care 10-Year Strategy to End Homelessness. Housing Tools has already begun the City of Chico's 2014-2021 update, initiating housing needs research and conducting two community workshops. This effort will facilitate information sharing and collaboration between the Paradise and Chico Housing Elements, and will result in a smoother and more efficient process for Paradise.

#### Personnel

For the Paradise Housing Element Update, Town Staff will work directly with James Coles as the single point of contact for developing the scope of work, budget and schedule, and processing invoices. This will facilitate direct and clear communication between County Staff and Housing Tools, and reduce duplicative work. Debbie Villasenor, Tempra Board and Justina Johnson will subcontract with Housing Tools, and will work under James' direction. All communication between the client and consultant will go through James as the County's prime contractor. He will also present the Housing Element to the Planning Commission and Town Council, in coordination with Town Staff.



### Work Scope and Schedule

Housing Tools will meet the Town of Paradise's requirements for public outreach meetings, CEQA review, HCD review and three public hearings. The Work Scope and Schedule shows how Housing Tools will meet the HCD deadline of submitting the adopted Housing Element by June 15<sup>th</sup>, 2014.

This is an extremely tight schedule, and will require close coordination between Town Staff and Housing Tools, and quick turnarounds by both entities. Housing Tools will make every effort to comply with HCD's new streamlined review process. HCD reports that about 80% of Housing Element drafts are reviewed in the first 30 days under this new process. While the Schedule plans on a 60-day HCD review, a 30-day review would afford some welcome time to complete public hearings and document revisions. Housing Tools strongly recommends that the initial Housing Element draft is reviewed by HCD prior to the last two public hearings. This will reduce time spent on HCD revisions, and manage expectations through the public review process.

Below is a summary of major tasks within Work Scope and Schedule.

Complete public outreach meetings.	January 29, 2014
Complete initial draft.	February 7, 2014
Planning Commission Hearing #1	February 18, 2014
Submit to HCD for review.	February 21, 2014
Complete CEQA review.	May 5, 2014
Planning Commission Hearing #2	May 20, 2014
Town Council adoption	June 10, 2014

### Contact Information

Firm: Housing Tools  
Contact: James Coles, Principal  
Address: 815 Alice Lane  
Chico, CA 95926  
Phone: (530) 513-3116  
Email: [jcoles@housing-tools.com](mailto:jcoles@housing-tools.com)  
Website: [www.housing-tools.com](http://www.housing-tools.com)





## Qualifications and Personnel

### Housing Tools Qualifications

Housing Tools is a consulting firm specializing in housing policy and development. The firm is owned and operated by James Coles. James has over 13 years of experience in developing and managing housing programs and projects, resulting in the production of about 650 affordable homes. As Housing Manager at the City of Chico from 2007 to 2012, James played key roles in creating the City's Housing Element and 5-Year HUD Consolidated Plan. In addition, he directed improvements in efficacy of the City's Tenant Based Rental Assistance Program, and secured grant funds to initiate the Lease Guarantee Program. More information about projects completed and services offered can be found at [www.housing-tools.com](http://www.housing-tools.com).

As the Housing Manager for the City of Chico, James Coles directed production of the 2009-2014 Housing Element, which was adopted in August 2009. James undertook a central role in shaping, presenting and refining the plan. He was responsible for review and revision of the previous housing element, public outreach, goal formulation, document review, coordination between parties, and presentation to the public, Planning Commission and City Council. Public outreach involved the participation of more than 150 individuals, most of them representing a diverse spectrum of business, nonprofit and government interests. James wrote the Executive Summary, Introduction, and Goals and Objectives sections, and performed overall editing of the document. A key responsibility was ensuring compliance with State housing element law. This included reviewing new Government Code Sections 65583(a)(4) and (d) and 65915, coordinating the land inventory in compliance with Government Code Section 65583(a)(3) and 65583.2, recommending revisions to municipal code, and incorporating implementation language in the housing element.

The State Housing and Community Development Department (HCD) approved the City of Chico Housing Element with minimal changes. A copy of the approval letter is included in the Additional Data section of this proposal. HCD commended the housing element for its strong public participation process and innovative strategies. This positioned the City of Chico to receive funds from several State funding programs, such as parks improvement through the Housing Related Parks Program.

Due to the success of the last Housing Element, Housing Tools is completing the City of Chico's 2014-2021 update. Thus far, a low-income focus group and community workshop have been conducted. The purpose of the community workshop was to review the 2009 Housing Element goals and recommend modifications, and identify new goals for 2014. Housing Tools is assisting the City of Chico to strategically prioritize goals from the 2009 Housing Element in a way that addresses staff and resource reductions. Examples of the outreach effort for the Chico 2014 Housing Element are in the Additional Data section of this proposal, including the website homepage and e-newsletter. Housing Tools is proposing a similar outreach effort for the Paradise Housing Element. Housing Tools has



also been assisting the City of Chico with implementing goals from their 2009 Housing Element, including production of a Housing Conditions Inventory, establishment of a local housing trust fund, and publishing of an Affordable Housing Resource guide for distribution to the public.

### Project Organizational Structure

For Paradise's Housing Element Update, County Staff will work directly with James Coles as the single point of contact for developing the scope of work, budget and schedule, and processing invoices. This will facilitate direct and clear communication between Paradise Staff and Housing Tools, and reduce duplicative work. Debbie Villasenor, Tempra Board and Justina Johnson will subcontract with Housing Tools, and will work under James' direction. All communication between the client and consultant will go through James as the prime contractor. He will also present the Housing Element to the Planning Commission and Town Council, in coordination with Town Staff. Below is an outline of subcontractor roles for this project.

#### *Tempra Board*

- Develop and maintain outreach contact list
- Direct outreach efforts
- Assist in planning and facilitating community workshops
- Assist in Housing Element document writing
- Review and edit the HE document

#### *Debbie Villasenor*

- Assist in outreach
- Assist in planning and facilitating community workshops
- Assist with data collection of Housing Needs
- Assist with reviewing and editing the HE document

#### *Justina Johnson*

- Design website, e-newsletter and flyers
- Assist with outreach efforts
- Assist in facilitating community workshops
- Document formatting

### Key Personnel Qualifications

*Tempra Board*— ([www.tempraboard.com](http://www.tempraboard.com)) is a consultant focusing on resource development, proposal writing, and program development for nonprofit health and human service organizations in California and Nevada. She has more than 15 years of experience in the nonprofit sector, and has worked in Paradise for the past 10 years. Along with Gary Bess Associates, Tempra assisted with the Los Angeles County 10-Year Plan to End Homelessness in 2004. She lead a strategic planning process for the Community Housing Improvement Project's (CHIP) Community Housing and Credit Counseling program in





2009, and she prepares and designs CHIP's newsletters and Annual Report. Temptra is currently a grant writing consultant for the Boys & Girls Clubs of the North Valley, the Butte Environmental Council, and the Arc of Butte County, among several other nonprofits in California and Nevada. Temptra is handling similar responsibilities for the contract with the Butte Countywide Homeless Continuum of Care as what is proposed for the Paradise Housing Element.

*Debbie Villaseñor*— has more than 24 years of experience in affordable housing and has contributed to securing more than \$48 million in grants and private funds for the development of 1,250 single family and 305 multi-family homes. For the past six years, she has worked as a housing consultant for the Butte County Department of Behavioral Health (BCDBH), developing affordable housing programs to serve very low-income, chronically homeless and homeless individuals with severe mental illness. Debbie has secured seven HUD Continuum of Care Homeless Assistance Grants. She has used extensive outreach, focus groups, and surveys with BCDBH clients, staff, and community stakeholders, to create a plan and identify partners to collaborate on a project for the BCDBH Mental Health Services Act Housing Development Program. Debbie is handling similar responsibilities for the contract with the Butte Countywide Homeless Continuum of Care as what is proposed for the Paradise Housing Element.

*Justina Johnson*— is a Chico State graduate with a study emphasis in publication design and copy editing. Justina has completed work for Gary Bess Associates and Temptra Board Associates since 2010. Her responsibilities have included grant writing and editing, foundation research, and grant management.

### **Ability to Meet RFP Schedule**

Housing Tools is currently directing the Chico Housing Element update, which is on the same timeline as the Paradise Housing Element. Workload will be appropriate to complete both projects, and both will achieve some efficiencies from parallel programming and research. Since Housing Tools is based in Butte County, travel will not be an issue. In addition, Housing Tools and its subcontractors already have background knowledge of local issues, and can draw upon local contacts and resources to complete the work. Most of Housing Tools' work with the Butte Countywide Homeless Continuum of Care will be complete by the end of 2013.

Housing Tools works with a cloud-based project management system called Smartsheet that facilitates coordination among Town Staff and consultants. Town Staff can access the project schedule and task lists with delineated responsibilities at any time to keep up to date on progress. Automated email reminders will keep all project team members on task. As described in the Work Scope and Schedule section of this proposal, Housing Tools is confident to be able to submit an adopted Housing Element to HCD for final approval by June 15<sup>th</sup>, 2014.



### References

#### Similar Projects

##### *City of Chico 2009-2014 Housing Element*

*Summary:* Completion of this Housing Element involved an extensive public outreach process, incorporation of innovative goals, and a comprehensive land inventory. The land inventory established that the City has adequate appropriately zoned land to accommodate its RHNA goals, which were the highest in the County. The Housing Element complied with all aspects of State Housing Element Law, and was commended for its stellar process by State HCD.

*Similarities to the Paradise Housing Element:* The City of Chico and Paradise influence one another in terms of the economy, air quality, transportation and open space. Besides sharing adjacent geography, many of the same housing providers, both for-profit and non-profit, serve both jurisdictions. Housing Tools is currently working on the City of Chico 2014-2021 Housing Element, which will facilitate information exchange and coordination for greater efficiency.

##### *References:*

Brendan Vieg  
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City of Chico  
(530) 879-6806  
[bvieg@ci.chico.ca.us](mailto:bvieg@ci.chico.ca.us)

Sherry Morgado  
(former City of Chico Housing & Neighborhood Services Director)  
Chief Operations Officer  
Community Action Agency of Butte County  
(530) 712-2820  
[smorgado@buttecaaa.com](mailto:smorgado@buttecaaa.com)

Marie Demers  
Housing Manager  
City of Chico  
(530) 879-6303  
[mdemers@ci.chico.ca.us](mailto:mdemers@ci.chico.ca.us)



## References



### *City of Chico 2014-2021 Housing Element*

*Summary:* The City of Chico has contracted with Housing Tools to complete their 2014-2021 Housing Element update. As the 2009-2014 Housing Element encompassed extensive outreach and major new goals, the current update will focus on continuing implementation of major goals, and prioritizing goals for maximum effectiveness considering staffing reductions. Thus far, Housing Tools has conducted a low-income focus group and community workshop, with another community workshop planned for November 21<sup>st</sup>. The outreach website may be found at [www.chicohousingelement.com](http://www.chicohousingelement.com).

*Similarities to the Paradise Housing Element:* The Chico Housing Element is on the same cycle as the Paradise Housing Element, with both due for adoption and HCD approval by June 15<sup>th</sup>, 2014. Initiating the Paradise Housing Element just behind the planning outreach of the Chico Housing Element will assist in making this project more efficient and effective.

### *References:*

Brendan Vieg  
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City of Chico  
(530) 879-6806  
[bviieg@ci.chico.ca.us](mailto:bviieg@ci.chico.ca.us)

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### *Butte Countywide Homeless Continuum of Care (CoC), 10-Year Strategy to End Homelessness*

*Summary:* Housing Tools is working with Debbie Villasenor and Tempra Board on this project, and is the prime contractor with the Continuum of Care. Established in 2003, the CoC works to identify the county's homeless populations, facilitate the coordinated provision of services to the homeless, identify gaps in services, and seek additional resources in addressing unmet need. The CoC Governing Council is composed of government representatives and housing providers from throughout Butte County. The 10-Year Strategy is a coordinated, countywide effort to end homelessness that will be

## References



implemented over the next 10 years. The goals of the strategy are to: create a unifying vision and align goals countywide; better coordinate programs; and generate new resources to bear on the problem.

The outreach encompassed government staff and representatives, business interests, housing providers, service providers, low-income groups and individuals, and interested citizens. The consulting team conducted three forums, with one in Chico, Oroville and Paradise. A highly participatory meeting format gathered input on the causes of homelessness and service gaps. In addition, the consulting team conducted four focus groups with homeless individuals. A countywide summit asked participants to envision the future with creative solutions to address service gaps, which were grouped into five categories based on responses. Attendees then volunteered to participate in Strategy Teams, each aligned with one of the five solution categories. The consulting team facilitated two Strategy Team meetings in which participants will develop action steps for achieving goals derived from the Summit. The consulting team will now draft the planning document and present it to the CoC Council for adoption by March 2014.

*Similarities to the Paradise Housing Element:* State regulations have been increasingly concerned with making Housing Elements responsive to special needs populations, particularly homeless individuals. Through work on the CoC Strategy, Housing Tools is well versed in potential strategies, and maintains contacts with service providers that can participate in the public outreach process. State law requires that housing elements demonstrate that these populations are involved in the planning process.

### *References:*

Ed Mayer  
Butte CoC Council Member  
Executive Director, Housing Authority of the County of Butte  
(530) 895-4474, ext.215  
[Ed@butte-housing.com](mailto:Ed@butte-housing.com)

Meagan Meloy  
Butte Countywide Homeless Continuum of Care Coordinator  
(530) 879-3781  
[mmeloy@bcoe.org](mailto:mmeloy@bcoe.org)

### *Community Action Agency of Butte County (CAA) Housing Strategy*

*Summary:* CAA has a mission of reducing poverty and expanding economic opportunity for low-income people in Northern California. The organization's programs have included food services for the elderly, food banks, and home weatherization. About 15 years ago, CAA expanded their services to include transitional housing for homeless families. CAA is now completing their first tax-credit financed rental complex. CAA asked Housing Tools to map



## References



out the organization's housing strategy so it can better fulfill its mission and improve economic sustainability.

The CAA Housing Strategy's purpose was to lay out a practical and timely plan to expand CAA's housing services. This strategy addressed CAA's mission and goals in a way that takes advantage of current political and market trends and builds on organizational success. The planning process consisted of the following three phases: a contextual analysis of nation, state and local public policy and market trends; an internal analysis of agency strengths and weaknesses; and development of a path forward that outlines how CAA will harness resources and strengths to meet emerging housing needs.

*Similarities to the Paradise Housing Element:* The CAA Housing Strategy was similar to a housing element in that it included a needs assessment, an analysis of constraints and opportunities, and specific goals and objectives. It encompassed data collection and research, as well as numerous interviews with CAA employees and CAA partner entities. The goals, objectives and action steps were specific and achievable, identifying available resources and a timeline.

Tom Tenorio  
Executive Director, Community Action Agency  
Butte CoC Chair  
(530) 712-2600  
[ttenorio@buttecaa.com](mailto:ttenorio@buttecaa.com)

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Chief Operations Officer  
Community Action Agency of Butte County  
(530) 712-2820  
[smorgado@buttecaa.com](mailto:smorgado@buttecaa.com)

### Other References

Daniel Sawislak  
Executive Director  
Resources for Community Development  
Phone (510) 841-4410, ext. 15  
[Dan@rcdev.org](mailto:Dan@rcdev.org)

David Burkland  
Former City Manager, City of Chico  
(530) 966-1785  
[dave.burkland@gmail.com](mailto:dave.burkland@gmail.com)

## Work Scope and Schedule

### Task No. Task Name/Description

### Deliverables

### Town Responsibility

### Timeline

### Cost

1	Contractor collaborates with Town Staff to plan scope of work and schedule.				
1A	Contractor meets with Town Staff to review proposed scope of work and schedule, and go over Smartsheet project coordination website.	Scope of Work and Schedule	Meet w/ Contractor, review Scope of Work and Schedule	12/23/2013	\$500
2A	Contractor makes revisions to scope of work and schedule, shares project coordination website with Town staff.	Scope of Work and Schedule		12/16/2013	
3A	Contractor coordinates work plan and schedule with subcontractors.	Scope of Work and Schedule		12/18/2013	
2	Public Outreach- Contractor plans and carries out public outreach in compliance with GC 65583(c)(8) that includes low-income people, special needs populations, and homeless individuals. It will also include business, government and nonprofit interests, as well as encouraging general public participation.			12/23/2013	
2A	Build Contact List- Contractor and Town Staff build list. Town Staff reviews and comments on list. Tempura Board formats it for email announcements and creates an email design template.	Contact List	Recommend contacts, review list	1/29/2014	\$4,800
2B	Launch PR Website- Contractor and Town Staff provide content, including purpose of the HE, State requirements, background info, schedule, ways to participate, and drafts. Tempura Board develops consistent design format and launches website after Contractor and Town Staff review.	Website	Provide content, review mock-up	12/23/2013	
2C	Contractor and Town Staff meet to review agenda for 1st Community Workshop. Meeting goals will be to review progress on the previous Housing Element, evaluate effectiveness of current goals, and identify potential new goals. Tempura Board promotes the workshop with website, email announcement, and flyer distribution. Contractor facilitates the meeting and records minutes.	Agenda, Minutes	Meet to plan meeting, review Agenda, help facilitate meeting	1/8/2014	
2D	Contractor and Town Staff meet to review agenda for 2nd Community Workshop. Meeting goals will be to review goals identified in the 1st Community Workshop and prioritize the most important goals to be incorporated into the new Housing Element. Tempura Board promotes the workshop with website, email announcement, and flyer distribution. Contractor facilitates the meeting and records minutes. Contractor facilitates the meeting and records minutes.	Agenda, Minutes	Meet to plan meeting, review Agenda, help facilitate meeting	1/22/2014	
				1/29/2014	



## Work Scope and Schedule

### Task No. Task Name/Description

### Deliverables

### Town Responsibility

### Timeline

### Cost

3	Consultant reviews other plans- reviews previous Housing Element, Housing Element Annual Reports, General Plan, General Plan implementation, and infrastructure provision for disadvantaged Legacy Communities.			1/15/2014	\$2,400
3A	Consultant reviews previous Housing Element, accomplishments and Annual Reports.	Table summarizing progress on Previous Housing Element goals	Provide previous Housing Element and Annual Reports	1/8/2014	
3B	Consultant reviews General Plan and implementation progress, including the Land Use Element and code updates. Consultant identifies issues that will require consistency with the Housing Element.	Written summary relating GP to the Housing Element	Provide General Plan and update on implementation	1/15/2014	
3C	Consultant analyzes disadvantaged Legacy Communities, water, wastewater, stormwater, drainage, and fire protection needs or deficiencies, per GC 65302.10, Section 56430.	Written analysis of infrastructure provision	Provide maps and infrastructure information	1/15/2014	
4	Consultant drafts goals and objectives, based on Town Staff correspondence, Task 3 reviews, Housing Needs Assessment, Land Inventory and input from Community Workshops.			2/5/2014	\$2,000
4A	Consultant puts together 1st Draft of Goals and Objectives, based on correspondence with Town Staff, 1st Community Workshop input, Task 3 reviews and Task 5 Housing Needs Assessment.	Goals and Objectives	Provide direction to Consultant	1/24/2014	
4B	Town Staff reviews 1st Draft of Goals and Objectives.			1/29/2014	
4C	Consultant drafts 2nd Draft of Goals and Objectives, based on input from 2nd Community Workshop.	Goals and Objectives	Provide direction to Consultant	1/31/2014	
4D	Town Staff reviews 2nd Draft of Goals and Objectives. Consultant makes revisions based on Town review.			2/5/2014	
5	Consultant completes Housing Needs Assessment in compliance with GC 65583(a)(1 and 2), including analysis of Special Needs populations (GC 65583(a)(7)) and At-risk Units (GC 65583(a)(9)).		Provide data, waiting lists, at-risk projects, etc. as needed	1/22/2014	\$4,000
6	Consultant completes Resource Inventories, including Land Inventory (GC 65583(a)(3) and 65583.2), Financial Inventory and Analysis of Energy Conservation Opportunities.			1/22/2014	\$3,200
6A	Town Staff provides zoning information and an updated vacant land inventory to Consultant. Consultant constructs a land inventory spreadsheet and accompanying development and density assumptions write-up. Consultant reviews the land inventory spreadsheet with Town Staff. Consultant completes final edits, calculations and assumption documentation.	Land Inventory, including spreadsheet calculating development capacity for vacant parcels, and accompanying explanation of assumptions write-up	Provide zoning information and an updated vacant land inventory. Review land inventory.	1/22/2014	
6B	Consultant researches financial information and interviews lenders and developers.	Financial Inventory write-up	Respond to Consultant's questions re local financing	1/22/2014	
6C	Town Staff provides information about Town energy conservation initiatives to Consultant. Consultant gathers information from PG&E and other energy conservation entities.	Summary of energy conservation opportunities write-up	Provide information on Town energy conservation initiatives. Provide contacts as needed.	1/22/2014	



## Work Scope and Schedule

### Task No. Task Name/Description

### Deliverables

### Town Responsibility

### Timeline

### Cost

7	Consultant conducts an analysis of governmental and non-governmental constraints (GC 65583(a)(5 and 6)).			1/22/2014	\$2,400
7A	Town Staff provides an update of Town fees, permit processing practices, and ADA accommodation policies to Consultant. Consultant conducts follow-up interviews with Town Staff.	Summary of governmental constraints	Provide an update of Town fees, permit processing practices and ADA accommodation policies	1/15/2014	
7B	Consultant researches non-governmental constraints.	Summary of non-governmental constraints		1/22/2014	
8	Consultant drafts and reviews document. Consultant presents document for approval by Planning Commission, Town Council and HCD.			6/13/2014	\$9,300
8A	Consultant drafts initial document. Consultant reviews for compliance with State regulations.	1st draft		2/7/2014	
8B	Town Staff reviews 1st draft. Consultant makes revisions in collaboration with Town Staff.	1st draft w/ revisions	Review 1st draft and provide direction	2/14/2014	
8C	Consultant and Town Staff present the 1st draft to the Planning Commission for review.	Planning Commission presentation #1	Work with Consultant in preparing Planning Commission presentation	2/18/2014	
8D	Consultant submits to HCD with Completeness Checklist and Streamlined Update template.	HCD Draft Submission		2/21/2014	
8E	State HCD completes review of 1st draft.			4/24/2014	
8F	Consultant completes a 2nd draft based on HCD comments and in collaboration with Town Staff.	2nd draft	Review 2nd draft and provide direction	5/5/2014	
8G	Consultant completes CEQA review and public notice in compliance with CEQA law.	CEQA review document and public notice	Review CEQA findings and public notice.	5/5/2014	
8H	Consultant and Town Staff present the 2nd draft to the Planning Commission for approval.	Planning Commission presentation #2	Work with Consultant in preparing Planning Commission presentation	5/20/2014	
8I	Consultant completes a 3rd draft based on Planning Commission comments and in collaboration with Town Staff.	3rd draft	Review 3rd draft and provide direction	5/23/2014	
8J	Present to Town Council for adoption.	Town Council presentation	Work with Consultant in preparing Town Council presentation	6/10/2014	
8K	Consultant makes final revisions based on Town Council comments and sends to HCD for final review and approval, along with Completeness Checklist and Streamlined Update template.	Final draft	Review final draft	6/13/2014	
<b>Total Cost</b>					<b>\$28,600</b>



## Additional Data



### **Additional Data On Following Pages**

**DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT  
DIVISION OF HOUSING POLICY DEVELOPMENT**

1800 Third Street, Suite 430  
P. O. Box 952053  
Sacramento, CA 94252-2053  
(916) 323-3177 / FAX (916) 327-2643  
[www.hcd.ca.gov](http://www.hcd.ca.gov)



August 28, 2009

RECEIVED

Mr. David Burkland  
City Manager  
City of Chico  
P.O. Box 3420  
Chico, CA 95927

SEP 01 2009

CITY MANAGER  
CITY OF CHICO

Dear Mr. Burkland:

**RE: Review of the City of Chico's Adopted Housing Element**

Thank you for submitting the City of Chico's housing element adopted August 4, 2009 and received for review on August 12, 2009. The Department is required to review adopted housing elements and report the findings to the locality pursuant to Government Code Section 65585(h).

As you know, the Department's June 19, 2009 review found the City of Chico's revised draft housing element addressed the statutory requirements of housing element law. As the adopted element is substantially the same as the revised draft, the Department is pleased to find it in full compliance with State housing element law (Article 10.6 of the Government Code).

The Department commends Chico on its extensive public participation process and for addressing existing and projected housing needs through its Infill Incentive Program that establishes relaxed development standards to promote higher density and mixed-use housing development in infill areas. In addition, the Department applauds Chico's many programs to assist in the development of housing for lower-income households, such as the Housing Trust Fund, Employer Assisted Housing Program, and single-room occupancy development incentives. Successful implementation of these and other programs will increase housing opportunities for families and the City's workforce while maximizing the effective use of land, create livable neighborhoods and promote economic vitality.


In addition, Chico now meets specific requirements for several State funding programs designed to reward local governments for compliance with State housing element law. For example, the Housing Related Parks Program, authorized by Proposition 1C, Local Housing Trust Fund and the Building Equity and Growth in Neighborhoods (BEGIN) Programs include housing element compliance either as a threshold or competitive factor in rating and ranking applications. More specific information about these and other programs is available on the Department's website at [http://www.hcd.ca.gov/hpd/hrc/plan/he/loan\\_grant\\_hcompl011708.pdf](http://www.hcd.ca.gov/hpd/hrc/plan/he/loan_grant_hcompl011708.pdf).

CC: HNSD

Mr. David Burkland  
Page 2

The Department wishes the City of Chico success in implementing its housing element and looks forward to following its progress through the General Plan annual reports pursuant to Government Code Section 65400. If we can provide assistance in implementing the housing element, please contact Brett Arriaga, of our staff, at (916) 445-5888.

Sincerely,

A handwritten signature in cursive script that reads "Cathy E. Creswell".

Cathy E. Creswell  
Deputy Director

# JAMES COLES

815 ALICE LANE, CHICO, CA 95926

(530) 513-3116

[JCOLES@HOUSING-TOOLS.COM](mailto:jcoles@housing-tools.com)

## EXPERIENCE

### **Principal**, July 2012 to current *Housing Tools*

Founder and owner of Housing Tools, a housing consulting firm that has contracted with: the City of Chico, the Housing Authority of the County of Butte, the Housing Authority of the County of Santa Barbara, the City of Walnut Creek, Community Housing Improvement Program, Community Action Agency of Butte County, and Sunseri Construction. Projects have included: coordinating a housing trust fund; implementation of compliance reporting systems; facilitating a tax credit limited partner buy-out; tax credit applications; strategic planning; development of a federal and state labor standards procedure; and project assessment and management.

### **Housing Manager**, June 2007 to June 2012 *City of Chico, Chico, CA*

- Directed City and RDA participation in ten different housing projects.
- Instituted a new Lease Guarantee Program with outside grant funds.
- Revamped the Tenant Based Rental Assistance Program and Mortgage Subsidy Program.
- Created a comprehensive web-based compliance monitoring system.
- Developed the City's Housing Element and Consolidated Plan, and the RDA 5-Year Implementation Plan.

Job responsibilities: budgeting redevelopment agency, HOME, and CDBG funds; program development; underwriting; negotiating and drafting loan documents; preparing and presenting reports for the general public, committees and the City Council; plan preparation; and reporting in conformance with federal/state regulations.

### **Director of Development, Project Manager**, August 2000 to May 2007 *Resources for Community Development (RCD), Berkeley, CA*

- Managed the successful development of seven different affordable housing projects serving families and various special needs populations.
- Developed Fox Courts, an 80-unit mixed-use, transit-oriented project that was an Affordable Housing Finance Reader's Choice Award Finalist and received a California Redevelopment Association Award of Excellence.
- Developed Shinsei Gardens, a 39-unit project that achieved a LEED Platinum Certification, AIA Merit Award and NAHRO Award of Excellence.
- Developed Margaret Breland Homes, consisting of 28 apartments for seniors on a tight infill property, receiving an AIA Merit Award.

Job responsibilities: site analysis and acquisition; community outreach; financial structuring; securing entitlements; coordinating the development schedule; supervising design; overseeing construction; budget management; and planning and implementing lease-up, property management and supportive services. Familiar with: tax credits; tax-exempt bonds; commercial loans; HUD; and state and local lenders.

### **Research Assistant**, 1998-2000 *Great Cities Institute (U. of Illinois-Chicago), Chicago, IL*

- Co-authored the Regional Rental Market Analysis, commissioned by the Metropolitan Planning Council of Chicago.
- Assisted the City of Highland Park in creating an affordable housing plan.



**EDUCATION**

**Master of Urban Planning and Public Policy**, U. of Illinois-Chicago, 2000  
**BA, Geography** (Phi Beta Kappa / Cum Laude), University of Utah, 1997  
Beehive Honor Society, University of Utah, 1997  
Matheson Leadership Scholar, University of Utah, 1996

**CERTIFICATIONS**

**Certified HOME Program Specialist- Regulations**, U.S. Department of Housing and Urban Development, August 2008

**Certified HOME Program Specialist- Administration**, U.S. Department of Housing and Urban Development, October 2008

**VOLUNTEERING**

**Supervisory Committee Member**, 2004-2007  
*People's Federal Credit Union, Oakland, CA*

**Student Director**, 1996-1997  
*Lowell Bennion Community Service Center at the University of Utah*

**REFERENCES**

Sherry Morgado  
Chief Operating Officer  
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370 Ryan Avenue, Suite 124  
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Former City Manager  
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## TEMPRA F. BOARD

**Address:** P.O. Box 106, Chico, CA 95927  
**Email:** [tempira@tempraboard.com](mailto:tempira@tempraboard.com)

**Office:** (530) 342-0583    **Cell:** (530) 828-3406  
**Website:** [www.tempraboard.com](http://www.tempraboard.com)

### EDUCATION

#### *Master of Arts, Communication Development*

May 2001, Colorado State University, Fort Collins, Colorado

#### *Bachelor of Arts with Honors, English*

May 1996, Humboldt State University, Arcata, California

### EXPERIENCE

#### *Resource Development Consultant*

**Tempira Board & Associates, Chico, CA •** [www.tempraboard.com](http://www.tempraboard.com) • 2004 - Present

- Writing, editing and submission of successful grant proposals to private and public sources on behalf of health and human service, environmental, and other non-profit organizations
- Developing original project ideas and proposals based on clients' needs
- Conducting research on private foundations, public grant opportunities, client needs assessments, community needs and solutions
- Submission of Health Resources & Services Administration (HRSA) Federally Qualified Health Center (FQHC) and Look-Alike applications on behalf of community health centers in California
- Developing annual fund development plans and staff and board fundraising training
- Donor and outreach marketing materials development and design (newsletters, brochures, and annual reports)
- Assistance with interim and final reports required by various granting agencies

#### *Grants Manager*

**Boys & Girls Clubs of the North Valley, Chico, California**

[www.bgcnv.org](http://www.bgcnv.org) • February 2012 – Present

- Writing, editing and submission of grant proposals to private and public sources
- Grant reporting and tracking
- Funding research

#### *Grants Manager*

**Down Syndrome Connection of the Bay Area, Danville, California**

[www.dsconnection.org](http://www.dsconnection.org) • May 2010 – Present

- Writing, editing and submission of grant proposals to private and public sources
- Grant reporting and tracking
- Funding research

#### *Grant Writer*

**Gary Bess Associates, Paradise, California**

[www.garybess.com](http://www.garybess.com) • 1996-1997; 2004 - Present

- Research, writing, and submission of grant proposals to public and private funding sources on behalf of health and human service organizations
- Assisted in the writing of Los Angeles County's 10-Year Plan to End Homelessness, 2005-2006

- Drafting and submission of successful FQHC applications (New Access Points, Look-Alikes, Expanded Medical Capacity, Service Area Competitions, Noncompeting Continuations, Changes in Scope, etc.; experienced in grants.gov and HRSA Electronic Handbook submission)
- Design and layout of research and annual reports

***Development Director***

**California State Rural Health Association**, Sacramento, California

[www.csrha.org](http://www.csrha.org) • Oct. 2008 – May 2010

- Development and implementation of annual fund development plan
- Grant proposal research, writing, and submission to private and public funding sources
- Membership development, including appeal letters and marketing materials

***Development Director***

**Environmental Protection Information Center (EPIC)**, Garberville, California

[www.wildcalifornia.org](http://www.wildcalifornia.org) • May 2002 – August 2004

- Researching, writing, submitting and tracking all foundation grant proposals and relationships
- Membership and individual donor development including database management (with Filemaker Pro), direct mail appeals, special events, newsletter, annual report
- Development and implementation of annual fundraising plan and timeline

***Development Director***

**Trees, Water & People**, Fort Collins, Colorado

[www.treeswaterpeople.org](http://www.treeswaterpeople.org) • October 1999 – April 2002

- Responsible for all foundation and corporate relations for organization
- Increased foundation grants by 100% in first year
- Management and tracking of grants with Lotus Approach database
- Special event fundraisers and special campaigns
- Hiring and supervision of all paid interns and volunteers
- Media and public relations
- Desktop publishing (produced quarterly newsletter and annual report)

***Resource Development Specialist***

**Emily Griffith Center**, Golden, Colorado

*Residential and experiential education facility for troubled youth*

June 1999 to October 1999

- Foundation and corporate grant proposal research, writing and tracking
- Management of donor database
- Planned and implemented special event fundraisers

***Grant Writing Teaching Assistant***

**Colorado State University**, Fort Collins, Colorado

November 1997 – May 1998

- Assisted in the development and teaching of Grant Proposal Writing as a Genre, a pilot graduate level English Department course
- Prepared, researched, and delivered lectures on public and private sources of funding support, and how to research and contact funding sources



## **CURRENT & PAST CLIENTS (partial list)**

---

### ***Health and Human Service***

- Arc of Butte County, Chico, CA
- Boys & Girls Clubs of the North Valley, Chico, CA
- Center for Fetal Alcohol Spectrum Disorders, Chico, CA
- Central Neighborhood Health Foundation, Los Angeles, CA
- Community Housing Improvement Program (CHIP), Chico, CA
- Down Syndrome Connection of the Bay Area, Danville, CA
- HomeAid Northern California, San Ramon, CA
- Integrated Behavioral Health Project, a project of the Tides Center, San Francisco, CA
- Universal Community Health Center, Los Angeles, CA

### ***Environment & Conservation***

- Butte Environmental Council (BEC), Chico, CA
- Eastern Nevada Landscape Coalition, Ely, NV
- Environmental Protection Information Center (EPIC), Garberville, CA
- Native Springs Foundation, Eureka, CA
- Northcoast Regional Land Trust, Arcata, CA
- Northern California Regional Land Trust, Chico, CA
- River Partners, Chico, CA
- Sanctuary Forest, Whitethorn, CA
- Southern Humboldt Community Park, Garberville, CA

### ***Government Agencies***

- Butte County Behavioral Health, Oroville, CA
- City of Chico, Chico, CA
- City of Martinez, Martinez, CA
- Nevada Department of Wildlife, Reno, CA

## **SPECIAL SKILLS**

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- Proficient in Microsoft Word, Microsoft Excel, Adobe InDesign, Adobe Pagemaker, Adobe Photoshop, Adobe Acrobat, Filemaker Pro
- Successful submission of applications to County, State and Federal government sources, including the Substance Abuse and Mental Health Services Administration (SAMHSA), HRSA, USDA, AmeriCorps, the National Fish and Wildlife Foundation (NFWF), U.S. Department of Labor, California Farmland Conservancy, California Department of Fish & Game, and others
- Experience using and access to online foundation databases
- Desktop publishing (particularly in newsletter, annual report and brochure design), direct mail appeals, public relations, marketing, and research
- Excellent written and oral communication
- Organized
- Detail and goal oriented
- Work well in a team environment

## **REFERENCES**

---

Available upon request



# DEBRA VILLASENOR

530-894-0759  
dvilla64@sbcglobal.net

2035 Normal Avenue  
Chico, California 95928

## KEY QUALIFICATIONS

- Interpret, implement and adhere to complex governmental regulations and policies
- Proactive decision-maker with excellent organizational and resource management skills
- Provide visionary leadership skills with communities and work effectively as a team player
- Build and maintain diverse population relationships based on trust, respect, and confidentiality

## WORK EXPERIENCE

### Butte County Department of Behavioral Health (DBH), Mental Health Services Act (MHSA) Housing Program 2007-Present

#### Housing Consultant

2007-present

- Develop plans for the use of Mental Health Services Act (MHSA) Housing funds
- Build partnerships with housing owners and property management firms to provide units for DBH clients
- Attend housing meetings, both local and state, to develop and coordinate housing for DBH clients
- Determine housing needs for DBH clients
- Develop and establish implementation procedures for Shelter Plus Care and Samaritan Bonus Programs
- Prepare Department of Housing and Urban Development Supportive Housing Program grant applications
- Prepare required grant reports

#### Community Housing Improvement Program, Inc. (CHIP)

1001 Willow Street, Chico, CA 95928

1989-2007

#### Land Development Specialist

1991-2007

- Assisted Corporate Land Developer in all aspects of land acquisition and subdivision development activities (contributed to the construction of over 1,250 self-help homes and 305 multi-family units)
- Developed, implemented, and monitored grant applications for federal, state, and local lenders (involved in securing \$48 million in grant and private funding)
- Collaborated with the following housing lenders: HCD HOME, CDBG, CalHOME, Predevelopment Loan, and Joe Serna Jr. FWHG Program, Federal Home Loan Bank-Affordable Housing Program, Housing Assistance Council's Self-Help Homeownership Opportunity Program, City of Chico Redevelopment Funds, and the United States Department of Agriculture Rural Development-502 and 523 Programs
- Prepared and processed Federal NEPA environmental documents
- Prepared land purchase agreements and closed land acquisition escrows
- Facilitated communication between engineers, contractors, lenders, local governments, and other members of the project team
- Secured project approvals from local, state, and federal agencies regarding neighborhood and housing development/enhancement programs
- Collaborated with other CHIP departments to accomplish corporate goals and objectives

#### Community Development Specialist

1990-1992

- Assisted rural communities in securing financing from state and federal agencies for water and sewer projects
- Wrote, implemented, and monitored state and federal grants
- Facilitated community meetings to educate the public about water and sewer problems and explain the various grants available for assistance
- Collaborated with engineers, local governments, and state and federal agencies
- Established Community Service Districts with on-going reviews

#### Housing Rehabilitation Loan Packager

1989-1990

- Implemented State CDBG programs in Chico, Orland, Corning, Red Bluff, Tehama, and Willows
- Conducted public meetings to educate community members about their local rehabilitation programs
- Conducted outreach, loan packaging, and monitoring of CDBG rehabilitation loans
- Provided technical assistance to program participants, contractors, and city staff

# DEBRA VILLASENOR

530-894-0759  
dvilla64@sbcglobal.net

2035 Normal Avenue  
Chico, California 95928

Page 2

## HIGHLIGHTS OF LOAN AND GRANT EXPERIENCE

- State of California, Department of Housing and Community Development (HCD)
  - Home Investment Partnerships Program (HOME)
  - Community Development Block Grant Program (CDBG)
  - Joe Serna Jr. Farmworker Housing Grant Program (JSJFWHG)
  - Predevelopment Loan Program (PDLP)
  - CalHome Program
- United States Department of Agriculture, Rural Development, 502 and 523
- Federal Home Loan Bank-Affordable Housing Program (AHP)
- California Housing Finance Agency (CalHFA), Self-Help Builders Program (SHBAP)
- Housing Assistance Council, Self-Help Homeownership Opportunity Program (HAC/SHOP)
- City of Chico Redevelopment Funds
- California Department of Mental Health, Mental Health Services Act (MHSA) Housing Program
- U.S. Department of Housing and Urban Development, Homeless Assistance Programs

## EDUCATION

Bachelor of Arts in Sociology, California State University, Chico 1991

## SUPPORTIVE EDUCATION AND TRAINING

NeighborWorks 2007

- Community & Neighborhood Revitalization

United States Department of Housing and Urban Development (HUD) 2002/2006

- NEPA Environmental Regulations

Extension Classes at California State University, Davis 1991-2006

- Subdivision Map Act: Advanced Seminar
- Annual Land Law Review
- NEPA and CEQA Environmental Laws
- Mello-Roos and Special Assessment Financing
- California Construction Lien Laws

Butte College, Butte County, CA 1/1993-5/1993

- Real Estate Principles

## COMMUNITY INVOLVEMENT

- Member, Barber Neighborhood Association 2005-Present
- Board Member, Girl Scouts of Sierra Cascade 2005-2007
- Staff Representative, CHIP Board of Directors 1991-1993

Justina Johnson

justina.johnson84@gmail.com  
(530) 519-6920

## EXPERIENCE

**2010-Present**

**Tempra Board and Associates**

**Chico, CA**

*Grant writing assistant*

[www.tempraboard.com](http://www.tempraboard.com)

Responsibilities include: proposal drafting and editing, narrative development, program development, foundation research, proofreading, and project and grant management, including maintaining calendar and needed task lists for 10 clients using online tracking system.

**2011-2012**

**Mammoth Mountain Ski Area**

**Mammoth Lakes, CA**

*Ticket Office Manager / RFID Help Desk Administrator*

[www.mammothmountain.com](http://www.mammothmountain.com)

Responsibilities included: managing high call volume from lift operators to resolve ticket issues, maintaining Excel database to track operator and software errors encountered at the lift, creating and distributing weekly reports on issue type and location, and staff supervision and management of cashiers, including scheduling, budgeting, and evaluations. Received Black Diamond Award for excellence in guest service.

**2010**

**Gary Bess and Associates**

**Paradise, CA**

*Grant writing intern*

[www.garybess.com](http://www.garybess.com)

Responsibilities included: proposal writing and editing, foundation research, and proofreading.

**2009-2010**

**E-ARC**

**Chico, CA**

*Program Director*

[www.aschico.com/earc](http://www.aschico.com/earc)

Responsibilities included: provide training and direction to staff and interns; select/approve library material; create promotional material and website updates; manage the program budget; and coordinate fundraisers, educational films series, and lectures.

## EDUCATION

**2008-2010**

**California State University, Chico**

**Chico, CA**

*Bachelor's Degree in English Literature, Environmental Issues Theme*

Cumulative GPA: 3.7

*Certificate in Literary Editing and Publishing*

- Courses of study included: Editing for Publication; Publication Design; Copyediting; and Chapbook Production.
- Received the Ellen Walker Prize for Excellence in Literary Editing and Publishing; served as a member of Sigma Tau Delta, English Honor Society; and volunteered at the Community Action Volunteers in Education (CAVE).

**2006-2008**

**Butte-Glenn Community College**

**Oroville, CA**

*Associate's Degree in Art: Social and Behavioral Science*

Cumulative GPA: 3.8



Justina Johnson

justina.johnson84@gmail.com  
(530) 519-6920

## REFERENCES


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Tempra Board, Principal (530) 342-0583  
Tempra Board and Associates [tempra@tempraboard.com](mailto:tempra@tempraboard.com)

Casey McCoy, Director (760) 914-0309  
Mammoth Mountain Ski Area [cmccoy@mammoth-mtn.com](mailto:cmccoy@mammoth-mtn.com)

Susan Dobra, Lead Grant Writer (530) 877-5023  
Gary Bess and Associates [susan@garybess.com](mailto:susan@garybess.com)

Casey Huff, Professor/Advisor/Editor  
California State University, Chico [CHuff@csuchico.edu](mailto:CHuff@csuchico.edu)



# Town of Paradise

## Housing Element Update

Proposal for Services

Submitted to:  
Craig Baker  
Community Development Director  
Town of Paradise  
5555 Skyway  
Paradise, CA 95969

64

Submitted by:  
**mintierharnish**  
planning consultants



November 12, 2013

Craig Baker, Community Development Director  
Town of Paradise  
5555 Skyway  
Paradise, CA 95969

Dear Mr. Baker:

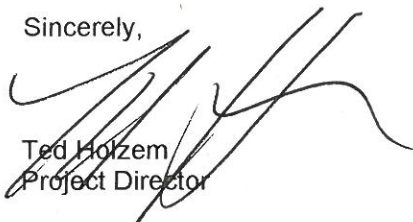
We are pleased to submit this proposal to update the Town of Paradise Housing Element. The Housing Element Update effort will include all steps necessary for securing certification by the California Department of Housing and Community Development (HCD) and meeting the mandatory June 15, 2014, adoption deadline established by State mandate. We recognize that the Town's existing Housing Element was recently adopted (2009), and much of the existing information is still current. This is reflected in our scope of work and cost proposal.

Having prepared over 50 housing elements during five rounds of housing element updates, Mintier Harnish is one of the foremost experts on housing elements in California. We have direct experience preparing Housing Elements in the Sacramento Valley and Sierra regions, including the cities of Folsom, Placerville, Sacramento, South Lake Tahoe, West Sacramento, Woodland, and Wheatland and the counties of Butte, Placer, and Yolo. More recently, during the fifth round of housing element updates, we have used HCD's streamlined review approach in the cities of Folsom and Sacramento and the counties of Yolo and Placer to reduce the number of comments from HCD and the duration of HCD's review process. In all the housing element updates we've prepared, we have never failed to obtain HCD certification. Our broad housing element experience and success, along with our knowledge of local and current housing issues, makes us the best-qualified firm to complete the Town's 2014-2022 Housing Element Update.

While I will play an active role in the Housing Element Update, Chelsey Norton will serve as the Project Manager. Chelsey has managed or contributed to over 20 housing elements while at Mintier Harnish. She is an expert in Housing Element law, a skilled project manager, and is experienced in negotiating with HCD. Dov Kadin, Planner and Grace Son, Research Assistant, will assist with research, report production, meeting preparation, environmental review, and general administrative duties.

This proposal includes our firm qualifications and proposed scope of work, schedule, and budget. We have included three hard copies of our proposal as requested in the RFP and a digital copy on the accompanying CD. We look forward to discussing our proposal with you in more detail, and ultimately, to working with the Town. If you have any questions or require additional information regarding the content of our proposal, please contact me at 916.446.0522 or ted@mintierharnish.com or the Project Manager, Chelsey Norton, at chelsey@mintierharnish.com.

Sincerely,



Ted Holzem  
Project Director





# Town of Paradise Housing Element Update

Proposal for Services

---

Submitted to:  
Craig Baker  
Community Development Director  
Town of Paradise  
5555 Skyway  
Paradise, CA 95969

Submitted by:  
Mintier Harnish  
1415 20th Street  
Sacramento, CA 95811  
916.446.0522  
[mintier@mintierharnish.com](mailto:mintier@mintierharnish.com)  
[www.mintierharnish.com](http://www.mintierharnish.com)

November 12, 2013

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# Executive Summary

# 1

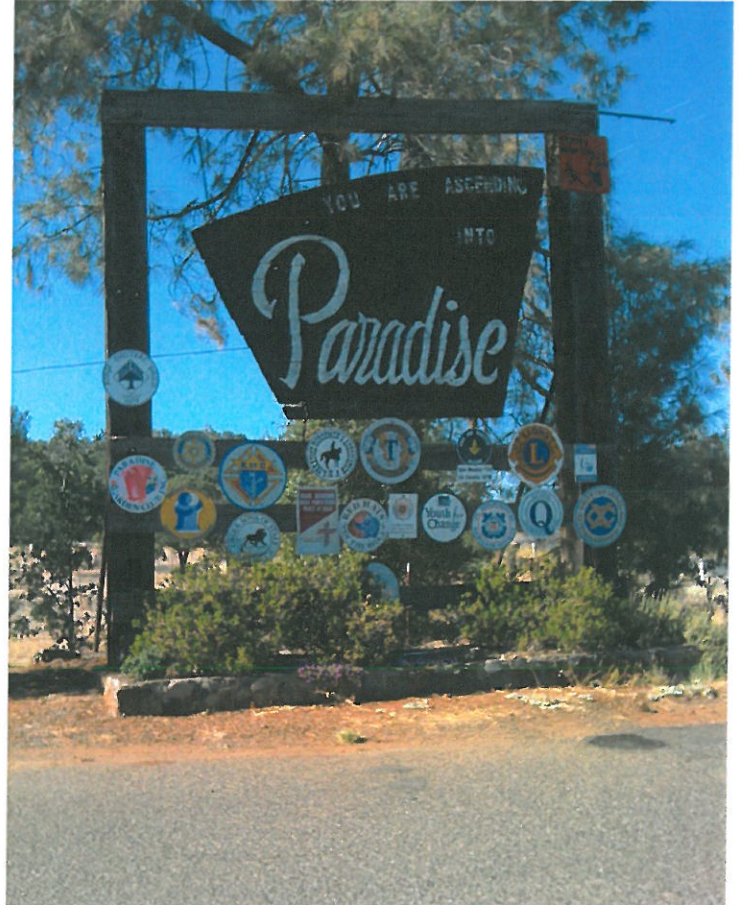
This proposal responds to the Town of Paradise's Request for Proposals (RFP) for an update of the Housing Element. The Town is seeking a qualified consultant to perform all tasks related to the Housing Element Update, including preparing the Housing Element, conducting the public outreach process, and coordinating with the Department of Housing and Community Development (HCD) on certification of the Housing Element. The Town has identified the following objectives for the Housing Element Update:

- Ensure that housing opportunities are available for all persons in the Town;
- Preserve and improve the existing stock of affordable housing;
- Facilitate development of adequate housing needs to meet the needs of low and moderate-income households and the regional housing allocation goals;
- Analyze and mitigate any governmental and non-governmental constraints to housing production; and
- Ensure General Plan consistency and adherence to community-based goals.

Unlike other elements of the general plan, State law requires cities and counties to update the housing element according to a mandated schedule. It is also the only element subject to review and certification by the State for compliance with the law. The Town's current Housing Element, which covers a planning period through 2014, was adopted in 2009, and subsequently certified by HCD. Much of the information in the existing Housing Element is still current and will not require extensive updating. This reduced level of effort is reflected in our scope of work and budget.

The updated Housing Element will be a plan for the 2014-2022 period. Butte County Association of Governments adopted the Final Regional Housing Needs Allocation (RHNA) for the 2014-2022 planning period on June 14, 2012. The Town of Paradise's share of the regional housing need is 637 units, including 241 affordable units (i.e., very low- and low-income units).

Paradise received nearly half as many units in this RHNA compared to the previous cycle. The town has a stable population and has a relatively large amount of vacant land within its borders. These factors will make accommodating the RHNA allocation a straightforward process. The biggest challenge to demonstrating the Town can accommodate sufficient units, particularly low-income units, will likely be the Town's lack of a municipal wastewater system. Without



a municipal wastewater system, housing densities are limited to 10 dwelling units per acre. The Town of Paradise does allow for clustered wastewater treatment facilities that would allow for housing densities of up to 15 dwelling units per acre. Projects like Paradise Community Village, with its onsite wastewater treatment system that allows for densities of up to 13 dwelling units per acre, will serve as an excellent example of how to increase housing density with the constraints of on-site wastewater treatment.

The 2009 Housing Element provides a solid foundation for the 2014 update. It addresses all changes in State law that were relevant at the time the Housing Element was adopted (e.g., SB 2—zoning for emergency shelters, AB 2634—analysis of the housing needs of extremely low-income households). Since that time there have been a few additional changes to the law that will need to be addressed in the updated Housing Element (e.g., SB 812—persons with developmental disabilities). The most significant change in State law affecting Housing Elements is SB 375, enacted in 2008.



SB 375 established an eight-year cycle for RHNA determinations and housing element adoption to match up with the timing for greenhouse gas reduction targets and Regional Transportation Plan (RTP) preparation. Meeting this deadline is more important than ever. Cities, towns, and counties that do not adopt their housing elements within 120 days of the mandated due date will be required to update their housing element every four years instead of eight. The due date for the Town of Paradise Housing Element is June 15, 2014.

Recognizing that this update is on a shorter time frame, we have modified our typical Housing Element Update process in this proposal. We will start the project by conducting a thorough evaluation of the existing Housing Element and attending a half-day kick-off meeting with Town staff to discuss the evaluation and gather the data and information we need to correct any deficiencies in the existing Housing Element. We will then reach out to local and regional housing stakeholders to encourage their participation in a community meeting. Following the meeting, we will quickly prepare a Draft Housing Element for review by the public and decision makers. After a Planning Commission study session and subsequent revisions, we will submit the Housing Element to HCD with sufficient time to receive and respond to comments before the June 15, 2014 adoption due date.

A new aspect of this fifth round of housing element updates is HCD's streamlined approach. Recognizing that conditions and circumstances have not changed much since the last housing element update, HCD has developed a new approach to facilitate their review process. For jurisdictions that qualify for the streamlined update, this approach will hopefully mean fewer HCD comment letters and more conditional approval letters after the first review. We will explore whether the Town is on track to be eligible for the streamlined review.

This proposal presents our qualifications and a detailed scope of work describing our process for tuning up the Town's existing Housing Element to comply with State law and reflect local priorities for housing needs. Our proposed schedule will ensure the Town meets the tight June 15, 2014 deadline, avoiding any penalties for non-compliance.

## Our Process

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To successfully complete this project in the mandated time frame, we have divided the process into six phases:

1. **Project Initiation.** The process will begin with a staff kick-off meeting to gather information necessary to complete the housing element. We like to engage stakeholders early in the process, so the first community workshop takes place in this first phase.

2. **Update the Housing Element.** After receiving information from staff and stakeholders, our team will produce an Administrative Review Draft Housing Element. This draft will include a housing needs assessment, housing inventory, constraints analysis, and policy document. Staff will provide feedback on the Administrative Review Draft and we will incorporate those changes into a Public Review Draft Housing Element.
3. **Public Review of Draft Housing Element.** In this phase, the Planning Commission and stakeholders will provide input on the Public Review Draft.
4. **HCD Review and Housing Element Revision.** We will incorporate all of the proposed changes into an HCD Review Draft Housing Element. We will hand deliver the Draft Housing Element to HCD for their review, meet with them to discuss their preliminary comments, and respond to their comments.
5. **Environmental Review Process.** We will prepare an initial study and the appropriate CEQA documentation (we assume a negative declaration for this proposal).
6. **Public Review and Adoption.** After incorporating HCD's comments, we will create a Public Hearing Draft Housing Element and present it to the Planning Commission and Town Council. We will incorporate any proposed changes into a Final Housing Element and submit the document to HCD for the final 90-day review period.

Mintier Harnish has successfully managed Housing Element Updates over 50 times in the past and we are confident we can do the same for the Town of Paradise. **We have never failed to obtain certification of any of the housing elements we prepared.** Our approach is to act as an extension of the Town of Paradise's planning staff throughout the project and to remain responsive to Paradise's unique needs and issues.



# Qualifications and Personnel

# 2

## Firm Overview

Mintier Harnish is a Sacramento-based planning consulting firm specializing in development, land use, and environmental issues. The firm's clients include public agencies, development companies, and law firms. Mintier Harnish is one of California's foremost experts in preparing general plans and housing elements.

Since our founding in 1985, we have been involved in over 50 comprehensive general plan updates and over 50 housing element updates. We have been involved in five rounds of housing element updates since the mid-1980s. Services we provide include overall project management, meeting facilitation, public outreach, and land use and housing planning and policy.

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

## Staff Assignments

Mintier Harnish is a small business offering personalized service. We pride ourselves in the involvement of our Principals in all projects. The organizational chart on the following page illustrates our project team and how we will work with the Town, as well as local stakeholders and community members. **Ted Holzem** will be the Project Director for the Housing Element Update, **Chelsey Norton** will be the Project Manager, and **Dov Kadin** and **Grace Son** will provide project support. **Larry Mintier** will serve as a project advisor. Our roles and responsibilities on the project are described on the right. Please see our staff bios and our full resumes (Appendix B) for a detailed description of our experience and qualifications.

All of the staff assigned to this project is committed to managing the project for the duration of the housing element update process. Mintier Harnish prides itself on working extremely closely with clients and community members throughout the process and will give the same time and effort to this update. We will do what it takes to meet the deadlines for Council adoption and HCD certification.

## Meet the Project Team



### **Ted Holzem, Project Director**

Ted has over ten years of experience preparing and managing all aspects of general plan and housing element production, and has prepared plans for a diverse array of clients, from rural agricultural counties and small rural communities to large urban cities. Ted will participate in all project kick-off activities, provide project oversight and management, review all documents, and attend study sessions and public hearings.



### **Chelsey Norton, AICP, Project Manager**

Chelsey Norton has worked on more than 20 housing elements, all of which have been successfully certified by HCD. Chelsey will provide day-to-day project management and coordination with City staff. Chelsey will be responsible for production of all work products with oversight by Ted. Chelsey will attend all community meetings, study sessions, and public hearings.



### **Dov Kadin, Project Support**

Dov Kadin is a Planner at Mintier Harnish with a background in geographic information systems and technologies. Dov has worked on Housing Element Updates for the Cities of Galt and Hayward and the Counties of Madera, Placer, and Yolo. Dov will provide GIS support for the vacant sites inventory, environmental review, and general project assistance.



### **Grace Son, Project Support**

Grace Son is a Research Assistant at Mintier Harnish with a background in environmental policy and professional writing. Grace will provide project assistance in the areas of research and writing.



### **Larry Mintier, FAICP, Project Advisor**

Larry Mintier has prepared nearly 50 housing elements since establishing Mintier Harnish in 1985. Larry will serve as the Project Advisor for the Housing Element Update. Larry will advise the City and project team on sensitive planning issues such as the potential for up-zoning or rezoning and negotiations with HCD.



## Why Hire Us?

### Housing Element Experience

We recognize that the housing element, like other general plan elements, greatly impacts the lives of those who live, work, and own property in a community. It is vital that a housing element meets not only the requirements of State law, but more importantly, the needs of the community. We pride ourselves on preparing housing elements that exceed the minimum standards for HCD certification and serve as a practical guide for day-to-day decision-making.

Having prepared over 50 housing elements during five rounds of housing element updates, Mintier Harnish is one of the foremost experts on housing elements in California. Mintier Harnish draws on its broad experience in preparing housing elements for diverse communities across California. We are able to apply innovative policy solutions and practical experience to the communities in which we work.

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

### Local Experience

Mintier Harnish has extensive experience working in Butte County and the Northern Valley area. We have prepared Housing Elements for Butte County, Placer County (2), and the City of Wheatland. Within the broader Sacramento Valley and Sierra regions, we have prepared Housing Elements for the cities of Folsom (3), Sacramento, South Lake Tahoe,

West Sacramento, Woodland, Placerville, and Yolo County. We have a strong understanding of the values, priorities, and unique opportunities and challenges in the Northern Valley.

### Working with HCD

The Department of Housing and Community Development has certified all the housing elements we have prepared. Mintier Harnish has maintained a long, successful working relationship with many of the HCD staff reviewers. Our proximity to HCD offices makes it easy for us to meet with HCD staff face-to-face. As a result, we have developed rapport as well as an understanding of many of the unique issues and criticisms of the reviewers that often appear in their comment letters.

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

Reaching a consensus with HCD is a negotiation process and we are committed to representing the best interests of the Town in this process. By maintaining close contact with HCD and representing the needs of our clients, **we have never failed to obtain certification of any of our housing elements.**

#### We have prepared or are currently working on housing elements for the following clients:

City of Alameda	City of Menlo Park	City of Wheatland
City of Benicia	City of Newman	Town of Windsor
City of Ceres	City of Patterson	City of Winters
City of Clayton (2)	City of Placerville	City of Woodland
City of Crescent City	City of Point Arena	Butte County
City of Eureka (2)	City of Rohnert Park	Calaveras County
City of Folsom (3)	City of Sacramento	Del Norte County
City of Galt	City of Sonoma	Lake County
City of Gilroy	City of South Lake Tahoe	Madera County (2)
City of Hayward	City of Sutter Creek	Merced County
City of Healdsburg	City of Stockton (2)	Placer County (2)
City of Isleton	City of Union City (4)	San Joaquin County
City of Lodi	City of Visalia	Yolo County
City of Madera	City of Walnut Creek	
City of Manteca	City of West Sacramento	



## Successful Streamlined Review

We are well versed with HCD's Streamlined Review process for the fifth round of Housing Elements. Many communities have completed most, but not all of the requirements necessary to qualify for Streamlined Review. We have successfully used the Streamlined Review option for housing elements in the cities of Hayward, Folsom, and Galt and the counties of Placer and Yolo. We have found that, when possible, pursuing the Streamlined Review option is well worth the time and effort it takes to qualify as it has resulted in less comment letters and more conditional approval letters after the first review. We make it a priority to help staff through this process by identifying the programs that need to be updated and providing staff draft ordinances to ensure the necessary program updates are carried out on time.

## Community Outreach Specialists

We are a leader in crafting innovative, effective community outreach efforts that both inform the public and gather valuable input about community issues, needs, and expectations. Effective communication with community residents and businesses is an essential element for successful projects and programs.

Based on our experience preparing over 50 housing elements, we have found that the most effective outreach strategy for housing elements is to engage key stakeholders who represent those directly impacted by the housing element update. We organize our housing element workshops as roundtable discussions, where everyone's voice is represented. This approach has proved effective in developing implementable plans that are relevant and responsive to the needs of the community.

During the last round of housing element updates in Northern California, we conducted dozens of community and stakeholder workshops. We organize and facilitate workshops for all of our housing element projects to inform and educate members of the community on the housing element update process and requirements, and provide a forum for community members to discuss housing issues and potential policy solutions.

## Client Satisfaction

For nearly 30 years Mintier Harnish has consistently offered exceptional value to our clients. Due to our experienced project managers, low employee turnover rate, and high professional standards, we have developed a reputation for providing high-quality products and being attentive to the needs of our clients. As a result, we have had several clients (e.g., Folsom, Stockton, Union City, Placer County) hire us to work on multiple update efforts.

## General Plan Experience

Mintier Harnish is one of California's foremost experts on preparing general plans. Since we understand the general plan perspective, we know how to prepare housing elements that are consistent with a community's existing general plan.

## Implementation

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

## Flexibility

We understand that many jurisdictions may have staffing/ budget constraints or unique needs. Therefore, we are flexible in our approach and work closely with our clients to refine the scope of work, schedule, and budget to meet their specific needs.

## Staff Bios

### Ted Holzem, Senior Project Manager



**Role:** Project Director

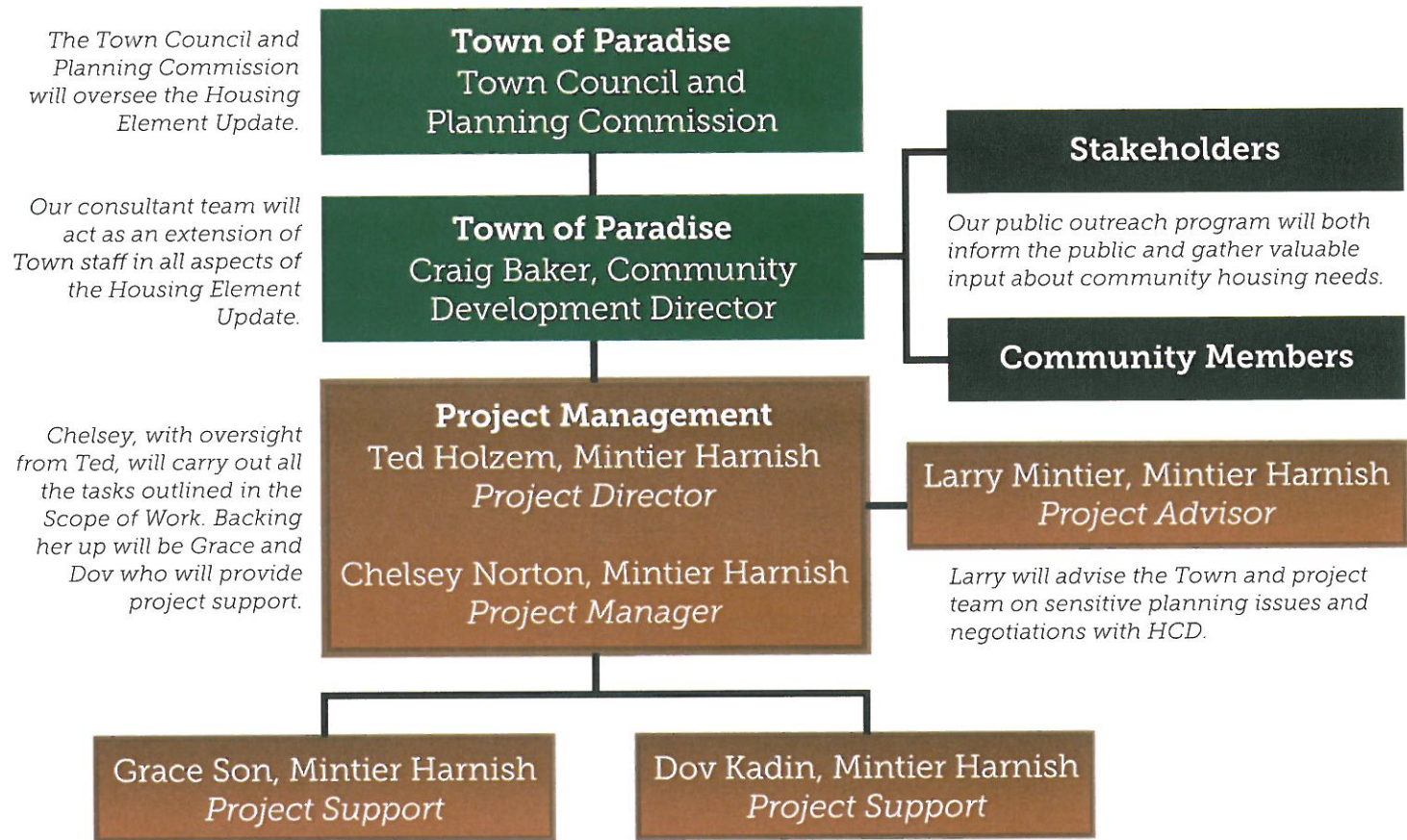
Ted has been a planner in both the public and private sectors since 2001. He has managed all aspects of general plan and housing element production, and has prepared plans for a diverse array of clients, from rural agricultural counties and small rural communities to large urban cities such as Sacramento and Stockton. Ted specializes in land use

planning, public policy, planning law, public outreach and meeting facilitation, and management of multi-disciplinary consulting teams. He is a specialist in climate change and sustainability policy, which he has addressed in planning documents and as a panelist at local, state, and national conferences.

Ted is also skilled in designing and conducting community outreach programs, and in working with individuals to



Project Organizational Chart



building consensus. He has organized and led dozens of community workshops and decision-maker study sessions and hearings, and has developed and carried out several facilitated working sessions with agency and organization representatives. He has also conducted four Do-It-Yourself General Plan training Programs. He holds a Bachelor's Degree in Community and Regional Development from the University of California, Davis.

Chelsey Norton, AICP, Project Manager



**Role:** Project Manager

Chelsey Norton has seven years of experience as a planner in the public and private sectors. She specializes in the management and preparation of planning documents for public agency clients, with an emphasis on housing elements, general plans, land use planning and policy, affordable housing policy, healthy community planning, and hazard mitigation planning. She has worked on more

than 20 housing elements, including housing elements for the cities of South Lake Tahoe, Stockton, Sacramento, Visalia, Union City, and Manteca. She has worked on eight general plan updates, and is currently Project Manager for the City of Gilroy General Plan.

As a housing specialist, Chelsey has worked on the full spectrum of housing studies and plans for local agencies across California. In addition to a dozen housing elements, all of which have been certified by the State Department of Housing and Community Development, Chelsey provides technical assistance to cities and counties that receive assistance from HUD.

She has prepared Regional Housing Needs Plans for regional councils of government in coordination with Sustainable Community Strategies. Chelsey provides follow-up support on policy implementation, including zoning code and general plan amendments, infill housing strategies, and special housing studies. She has given lectures and organized panel discussions on policy solutions for a sustainable housing market.

As a general plan specialist, Chelsey has worked on all aspects of the general plan update, including work program development, designing community engagement



strategies, compiling existing conditions, drafting visions and guiding principles, developing land use scenario models, preparing general plan elements, overseeing preparation of environmental impact reports, and making presentations to decision-makers. Chelsey holds a Master's Degree in Regional Planning from Cornell University and a Bachelor's Degree in Environmental Studies from Oberlin College.

## Dov Kadin, Planner



### **Role:** Project Support

Dov is a Planner with Mintier Harnish. He specializes in geographic information systems, land use modeling, and land use and transportation planning. He provides research, writing, design, and GIS support on various projects including general plans, housing elements, and other projects. Dov holds a Bachelor's Degree in Geography with

minors in GIS and Urban Planning from the University of California, Los Angeles.

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

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

Prior to establishing Mintier Harnish in 1985, Larry worked for the Governor's Office of Planning and Research, specializing in planning, land use, and environmental issues. There he directed the preparation of California's 1980 General Plan Guidelines and 1982 revisions. He also directed other major projects including the 1981 Symposium on California Planning Law, annual surveys of local planning programs, and guidelines for local implementation of the California Coastal Act. Prior to joining the Governor's Office, Larry worked as a planner for the City of Napa.

## Grace Son, Research Assistant



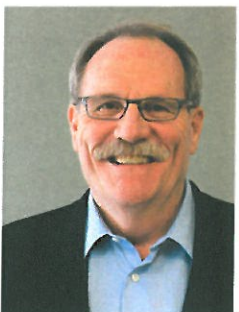
### **Role:** Project Support

Grace Son is a Research Assistant with Mintier Harnish. She specializes in environmental policy and city planning. Grace provides research, editing and design support for a variety of projects including housing elements for the City of Isleton and research for the City of Sacramento's PACE program. Grace holds a Bachelor's Degree in

Environmental Science and Management with a minor in Professional Writing from the University of California, Davis.

Larry holds Master's Degrees in City Planning and Public Administration from the University of California, Berkeley, and a Bachelor's Degree in Political Science from the University of California, Los Angeles. Larry is a Fellow in the American Institute of Certified Planners (AICP) and a member of the California Planning Roundtable.

## Larry Mintier, FAICP, Principal



### **Role:** Project Advisor

Larry Mintier is a Principal at Mintier Harnish. He has worked for over 80 public agencies and over 50 private clients and law firms. Larry has supervised the firm's work on preparing over 50 general plans, specific plans, and master plans; over 50 housing elements; a half-dozen zoning and subdivision ordinances; and numerous

other special studies and projects. Many of these projects involved managing multi-disciplinary teams and the preparation of environmental impact reports.

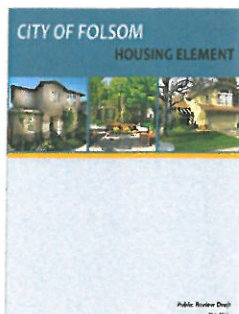
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# References

# 3

## City of Folsom Housing Element Update, 2002, 2009, and 2013

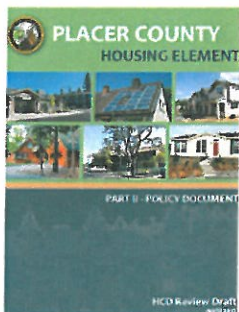


Mintier Harnish was brought in as part of a consulting team to work with the City of Folsom on its Housing Element in 2002 after the City was placed under a court order for non-compliance with State law. The team was able to achieve a certified housing element. Mintier Harnish also prepared the City's 2009 Housing Element Update and recently completed the 2013 Housing Element Update using the streamlined review.

Chelsey Norton served as the Project Manager, and Dov Kadin provided project support.

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

## Placer County Housing Element Update, 2008 and 2013



Mintier Harnish completed a Housing Element Update for Placer County in 2008. As part of the expanding Sacramento Region, Placer County has been one of the fastest growing counties in California. As such, the County faced the challenge of accommodating a large Regional Housing Needs Allocation of over 6,000 housing units. Mintier Harnish prepared

a section of the Housing Element to address the unique regulatory environment for development within the jurisdiction of the Tahoe Regional Planning Agency. Chelsey Norton served as the Project Manager for the County's 2013 Housing Element Update.

## References

### City of Folsom Housing Element Update

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

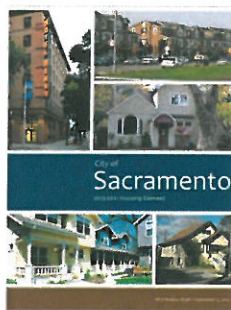
### Placer County Housing Element Update

Christopher Schmidt, Senior Planner  
Placer County  
Phone: (530) 745-3076  
Email: [crschmid@placer.ca.gov](mailto:crschmid@placer.ca.gov)

### City of Sacramento Housing Element Update

Tom Pace, Long Range Planning Manager  
City of Sacramento  
Phone: (916) 808-6848  
Email: [tpace@cityofsacramento.org](mailto:tpace@cityofsacramento.org)

## City of Sacramento Housing Element Update, 2013



Mintier Harnish is currently (2013) assisting the City of Sacramento in completing its Housing Element by October 2013 to meet State requirements. Mintier Harnish worked closely with City staff to update the Element and served as the City's liaison with HCD. The City recently received a letter of conditional approval from HCD at the end of the 60-day review period.

Chelsey Norton served as the Project Manager for the City's 2013 Housing Element Update.





# Scope of Work

# 4

## Phase 1: Project Initiation

### Task 1.1: Kick-Off Meeting

The Consultants will attend a Kick-Off Meeting with Town staff to gain a complete understanding of the Housing Element Update. The meeting will include:

- reviewing the scope of work and schedule;
- discussing information sources;
- identifying the town's critical housing issues based on Town staff's perspective;
- reviewing recent and proposed land use changes;
- discussing the desired style and format of the Housing Element;
- reviewing housing element legal requirements;
- reviewing HCD's Implementation Review Checklist and discussing the Streamlined Review option;
- discussing lessons learned from the 2009 Housing Element.

The RFP identified two public outreach meetings. Our proposal outlines our recommended approach for where the two community meetings could occur in the schedule. However, we will work with staff at the start of the project to refine the approach and schedule, as necessary, for the community meetings.

### Task 1.2: Streamlined Review Feasibility Assessment

The main obstacle for most communities in qualifying for the streamlined review process is having implemented the required programs: 1) Rezone program (if the previous Element included a rezoning program); 2) Zoning for emergency shelters; 3) Zoning for transitional and supportive housing; 4) reasonable accommodation procedure; and 5) destiny bonus ordinance current as of 2005. These programs must be implemented prior to the housing element due date (i.e., June 2014), and ideally before the draft Element is submitted to HCD for review. Most communities that we have worked with have completed most, but not all of these requirements, and we assist them in this process.

Based on conversations with Town staff in the Kick-Off Meeting, the Consultants will provide a feasibility assessment for exercising HCD's Streamlined Review option. As a part of the assessment, the Consultants will determine what steps, if any, need to be taken in order to qualify. If desired, the consultant will provide sample code amendments to Town staff to guide them through this process.

### Task 1.3: Community Meeting #1

Housing Element law requires local governments to make a "diligent effort to achieve public participation of all economic segments of the community." Rather than holding communitywide workshops, our approach to public outreach is to engage key stakeholders who represent the housing and social service needs of residents of all incomes. We organize our housing element workshops as roundtable discussions among stakeholders.

Prior to the first community meeting, the Consultants will work with Town staff to develop a contact list of potential housing stakeholders and key community members. The Consultants will recommend agencies, organizations, and individuals to add to the contact list for the public outreach effort, including providers of emergency and transitional housing, senior services, youth services, disability rights advocates, affordable housing advocates, assisted living providers, non-profit and for-profit developers, and building industry representatives. The Consultants will ensure that a broad cross-section of the community is represented in the contact list. These organizations could include the Housing Authority of Butte County, the Community Housing Improvement Program, the Family Resource Center, Youth 4 Change, and SHOR: Sojourners House on the Ridge, as well as representatives from the development community.

The Consultants will conduct the first community meeting to get input on the major housing issues facing Paradise residents. While the general public will be invited and encouraged to attend the meeting, the focus will be on getting input from key stakeholders in the community who represent the interests of those most directly impacted by the Housing Element Update. The Consultants will notify the stakeholders via e-mail and conduct follow-up calls. The Consultants will also prepare a meeting flyer for posting on the Town website. The Consultants will prepare all meeting materials, including a presentation giving a brief overview of the Housing Element Update process, and prepare a summary of the comments and feedback.



## Phase 1 Meetings:

- Kick-Off Meeting
- Community Meeting #1

## Phase 1 Work Products:

- Kick-Off Meeting notes
- Stakeholder Contact List
- Community Meeting materials (i.e., PowerPoint presentation and workshop handouts)
- Community Meeting Summary

## Phase 2: Update the Housing Element

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The Town's existing Housing Element is comprehensive, relatively up-to-date, and will require a modest update. The following tasks describe the steps we will take to update the existing (2009) Housing Element.

### Task 2.1: Administrative Review Background Report

#### Sub-Task 2.1A: Document Review

The Consultants will review all applicable Town, regional, and State documents pertaining to the Housing Element update, including but not limited to, the Town General Plan, Specific Plans, Zoning Ordinance, building codes and permit data, and any other Town housing policies and programs.

#### Sub-Task 2.1B: Existing Housing Needs Assessment

The Existing Housing Needs Assessment is a comprehensive evaluation of current demographic, employment, housing, and housing market conditions and trends. This section will be used as the basis for determining the existing unmet housing needs in Paradise.

The Consultants will prepare a thorough housing needs assessment of housing needs for all income groups and identify the town's special housing needs. The following topic areas will be included in this assessment:

**Demographic Profile and Employment Profile.** This section establishes "baseline" population and employment characteristics for the town, including population growth trends, age characteristics, race and ethnicity, income, and employment trends, as well as population and employment projections.

The Consultants will update the demographic and employment profile for Paradise using the 2010 U.S. Census,

American Community Survey (ACS), Department of Finance (DOF) estimates, Employment Development Department (EDD) reports, and other available local sources.

**Household Characteristics and Housing Supply.** The Consultants will use recent data sources to update the description of the existing housing stock in terms of housing stock growth and composition, vacancy rates, housing age and conditions, and overcrowding. The Consultants will also describe housing cost burdens and the ability of households of different income levels to pay for housing. The Consultants will describe current housing market trends, home sales prices, rental rates, and the impacts of foreclosures using recent data sources (e.g., DataQuick, Zillow, CalREALTORS records) and based on conversations with local realtors.

**Special Needs Housing Analysis.** The Consultants will update the analysis of housing needs for special needs populations, including senior households, persons with disabilities, large families, single female-headed households, farm workers, extremely low-income households, and persons in need of emergency shelter. The Consultants will address the new requirements of SB 812 (2010), which require Housing Elements to include an analysis of persons with developmental disabilities.

#### Sub-Task 2.1C: Future Housing Needs Assessment

The Future Housing Needs Assessment will include a description of the Town's 2014-2022 Regional Housing Needs Allocation (RHNA) from BCAG. The Draft RHNA allocates 637 units to Paradise, including 241 affordable units (i.e., very low- and low-income units).

**Units Approved, Built, or Under Construction.** Since the RHNA period will begin on January 1, 2014, the Town will be able to count units that are approved or under construction as of that date, or completed after that date, but before Housing Element adoption. The Consultants will count any of these units against the RHNA and calculate the remaining housing need.

#### Sub-Task 2.1D: Housing Resource Inventory

This section analyzes the resources and opportunities available for the development, rehabilitation, and preservation of housing. Included is an inventory and analysis of the land resources (i.e., vacant and underutilized sites), as well as the financial and administrative resources available to support housing activities. The vacant sites inventory will be the bulk of the work in this sub-task.

**Vacant Sites Inventory.** The Consultants will review and update the vacant and underutilized sites inventory from the existing Housing Element to reflect the current (2014) capacity on vacant and underutilized sites in the town. The vacant sites inventory will be a parcel-specific land inventory



as required by AB 2348.

The Consultants will strive to ensure that the inventory provides sufficient sites to meet the Town's RHNA for both affordable and market-rate housing. If this analysis reveals insufficient sites, the Consultants will work with Town staff to expand the inventory and propose possible sites for rezoning.

The Town of Paradise has a significant amount of vacant land, and the RHNA for this update includes fewer units than the previous round. The large number of vacant sites in the previous Housing Element inventory may be adequate to meet this housing need.

**Adequacy of Public Facilities and Services.** The Consultants will prepare an assessment of the adequacy of water and wastewater infrastructure to meet existing and future housing needs, based on information from local water and wastewater master plans, specific plans, and Town staff input.

**Inventory of Financial and Administrative Resources.** The Consultants will describe local, State, and Federal financial and administrative resources available to help the Town implement its housing programs. Based on information provided by Town staff, the Consultants will describe projected funds, including possible CDBG and HOME funds. This section will also include a description of the Town's current (2013) housing programs.

**Existing Affordable Housing.** The Consultants will prepare a complete list of subsidized affordable housing developments in Paradise. The list will include information regarding the number of units, target income groups, funding sources, year built, expiration of affordability covenants, and waiting list information.

**At-Risk Analysis.** As required by State law, the Consultants will identify any publicly-assisted affordable housing units that are at risk of converting to market rate within 10 years from the Housing Element due date (i.e., through 2025). If at-risk units are identified, the Consultants will analyze the potential risk of conversion and estimate and analyze the costs of replacing versus preserving the units. The Consultants will also identify qualified entities and potential Federal, State, and local funding sources to preserve at-risk units.

**Energy Conservation Opportunities.** The Consultants will describe opportunities for energy conservation, including the Town's existing General Plan policies that promote energy conservation, and alternative energy and green building measures. The Consultants will also describe local energy conservation programs, such as weatherization and rebate programs provided by local utility companies.

### Sub-Task 2.1E: Analysis of Constraints

The Consultants will review and update the analysis of both governmental and non-governmental constraints, such as land and development costs, site constraints, existing or planned infrastructure, land use controls, building code regulations, fees, and permit and processing procedures. The Consultants will also analyze constraints on housing for persons with disabilities as required by SB 520 (2002), as well as the Town's current permitting procedures for emergency shelters, transitional and supportive housing, and single-room occupancy units. The Consultants will update this section to address the current economic climate and housing market.

The housing constraints analysis will document local efforts to remove governmental constraints to improve the Town's ability to meet its share of the regional housing needs.

### Sub-Task 2.1F: Policy/Program Evaluation

The Consultants will review and evaluate implementation of the 2009 Housing Element policies and programs based on information provided by Town staff. The evaluation will identify which programs have been accomplished, which programs have been the most successful, and why some housing programs have not been implemented or have been proven unsuccessful. The Consultants will rely on annual Housing Element reports submitted to HCD, if available. The Consultants will prepare an assessment memo summarizing the results from this analysis and recommending specific changes to be incorporated into the Housing Element Update.

## Task 2.2: Administrative Review Draft Policy Document

The Consultants will update the existing Housing Element goals, policies, programs, and quantified objectives based on the evaluation of the existing Housing Element, the housing needs and constraints identified in the Background Report, recent changes to State Housing Element Law, public input from the community meetings, and feedback from Town staff. Housing policies and programs will build upon the most successful policies and programs from the 2009 Housing Element.

## Task 2.3: Public Review Draft Housing Element

The Consultants will prepare a Public Review Draft Housing Element based on comments received from Town staff on the Administrative Draft Housing Element. The Consultants will provide Town staff with a digital copy of the Public Review Draft Housing Element to post on the Town's website, and will print hard copies for distribution to the Planning Commission and Town Council during Phase 3.



Phase 2 Meetings:

- None

Phase 2 Work Products:

- Administrative Review Draft Housing Element (5 hard copies and digital copies (PDF and Word))
- Public Review Draft Housing Element (10 hard copies and digital copies (PDF and Word))

Phase 3: Public Review of Draft Housing Element

Task 3.1 Community Meeting #2

The Consultants will conduct a second community meeting to present the Public Review Draft Housing Element and solicit input. The Consultants will notify the stakeholders via e-mail, prepare and present all the meeting materials, and prepare a summary of the meeting comments.

Task 3.2: Planning Commission Study Session

The Consultants will attend a study session with the Planning Commission to solicit input on the Public Review Draft Housing Element. The Consultants will describe all input received from the community meetings and any revisions to the Public Review Draft Housing Element proposed in response to this input. The Consultants will prepare and present a PowerPoint presentation, and will assist Town staff with public noticing of the study session and preparing the staff report.

**Optional Meeting.** At this point, the Consultants could attend an optional Town Council meeting following the Planning Commission meeting. The Town Council could use this meeting to authorize Town staff to submit the Housing Element to HCD. The budget, on page 18, lists a per meeting cost for Consultants to attend a meeting of this type.

Task 3.3: General Plan Amendment Consultation and Referrals

State law requires consultation with a variety of Federal, State, regional, and local agencies whenever a jurisdiction updates or amends its general plan (e.g., Native American Tribes, Military Branches). These statutes are located throughout the Government Code and have varying requirements for when draft and final documents must be submitted and how long agencies have to review and provide comments. We maintain a checklist of agency consultation requirements

that we will use to ensure the Town provides the General Plan Amendments to the appropriate agencies, and does so within the scheduled time frame for the overall Housing Element Update.

Phase 3 Meetings:

- Community Meeting #2
- Planning Commission Study Session

Phase 3 Work Products:

- Community Meeting materials (i.e., PowerPoint presentation and workshop handouts)
- Community Meeting Summary
- Planning Commission Study Session PowerPoint presentation

Phase 4: HCD Review and Housing Element Revision

Task 4.1: HCD Review Draft Housing Element, HCD Checklists, and Transmittal to HCD

The Consultants will revise the Public Review Draft Housing Element based on direction from the Planning Commission, and prepare the draft to be delivered to HCD. The Consultants will provide a digital copy of the HCD Review Draft Housing Element for posting on the Town website and will send out an e-mail to stakeholders and community meeting attendees. Consistent with HCD’s requirements for the Streamlined Review, the Consultants will prepare the HCD Review Draft Housing Element in “track changes” to highlight the changes from the 2009-2014 Housing Element.

The Consultants will complete the required HCD checklists, including the Implementation Review Checklist, Completeness Checklist, and Streamlined Update Template.

The Consultants will also prepare a cover memorandum to accompany submission of the Draft Housing Element to HCD, which will assist HCD in their streamlined review by summarizing the changes that were made in the 2014-2022 Housing Element. The Consultants will hand deliver the Draft Housing Element to HCD. Although, theoretically, a streamlined review may reduce the review time, under State law HCD has up to 60 days to review the Draft Housing Element. During HCD’s review process the Consultants will maintain close contact with the designated HCD reviewer to answer any questions he/she may have early in the process.



## Task 4.2: Meeting with HCD

Following submission of the HCD Review Draft Housing Element and prior to the end of the 60-day review period, the Consultants and Town staff will meet with HCD staff to discuss the Draft Housing Element and preliminary HCD comments. If necessary, the Consultants will meet with HCD again after submitting the response to comments to facilitate the review process.

## Task 4.3: Response to HCD Comments

Following the Town's receipt of the HCD comment letter on the HCD Review Draft Housing Element, the Consultants will prepare a preliminary response to HCD comments and provide this to Town staff for their review. Based on comments received from Town staff, the Consultants will then prepare a formal written response to HCD comments and submit them to HCD. The Consultants will work closely with HCD to seek a timely conditional approval letter prior to Planning Commission and Town Council hearings.

### Phase 4 Meetings:

- Meetings with HCD

### Phase 4 Work Products:

- HCD Review Draft Housing Element (Digital copies (PDF and Word))
- Completeness Checklist (Digital copy (PDF))
- Streamlined Update Checklist (Digital copy (PDF))
- Response to HCD Comments (Digital copies (PDF and Word))

## Phase 5: Environmental Review Process

### Task 5.1 Administrative Draft Initial Study/Negative Declaration

The Consultants will prepare an administrative review draft initial study to determine the appropriate project environmental document and review process. For the purpose of providing a cost estimate, the Consultants assume an Initial Study/Negative Declaration will be prepared for the Housing Element Update.

### Task 5.2 Public Review Draft Initial Study/Negative Declaration

The Consultants will revise the Initial Study/Negative Declaration based on Town staff comments. The Consultants will assist the Town with distribution of this document to various public agencies and other interested parties, as required by CEQA.

### Phase 5 Meetings:

- None

### Phase 5 Work Products:

- Administrative Draft Initial Study (digital copies only (PDF and Word))
- Public Review Draft Initial Study (15 hard copies and digital copies (PDF and Word))

## Phase 6: Public Review and Adoption

### Task 6.1: Public Hearing Draft Housing Element

The Consultants will prepare a Public Hearing Draft Housing Element that incorporates all of the responses to HCD comments. The Consultants will send out an e-mail to stakeholders and the community, provide a digital copy of the Public Hearing Draft Housing Element to post on the Town website, and print hard copies for the Planning Commission and Town Council.

### Task 6.2: Public Hearings and Adoption (2)

The Consultants will attend two public hearings—one before the Planning Commission and one before the Town Council—to present the Draft Housing Element, respond to questions, and record the recommendations of the Planning Commission and the action of the Town Council. The Consultants will assist Town staff with noticing the public hearings and preparing the staff reports and adopting resolution.

### Task 6.3: Final Housing Element and Transmittal to HCD

The Consultants will prepare the Final Housing Element that incorporates any changes made by the Town Council in adopting the Housing Element. The Consultants will print

hard copies and provide a digital copy of the Final Housing Element.

The Consultants will prepare a cover memorandum to accompany submission of the Final Housing Element to HCD for the final 90-day review period.

**Phase 6 Meetings:**

- Planning Commission Public Hearing
- Town Council Public Hearing

**Phase 6 Work Products:**

- Public Hearing Draft Housing Element (5 hard copies and digital copies (PDF and Word))
- Planning Commission and Town Council Public Hearing PowerPoint presentations
- Final Housing Element and transmittal memorandum to HCD (20 hard copies and digital copies (PDF and Word))
- CD-Rom of all draft and final documents and GIS files/ maps

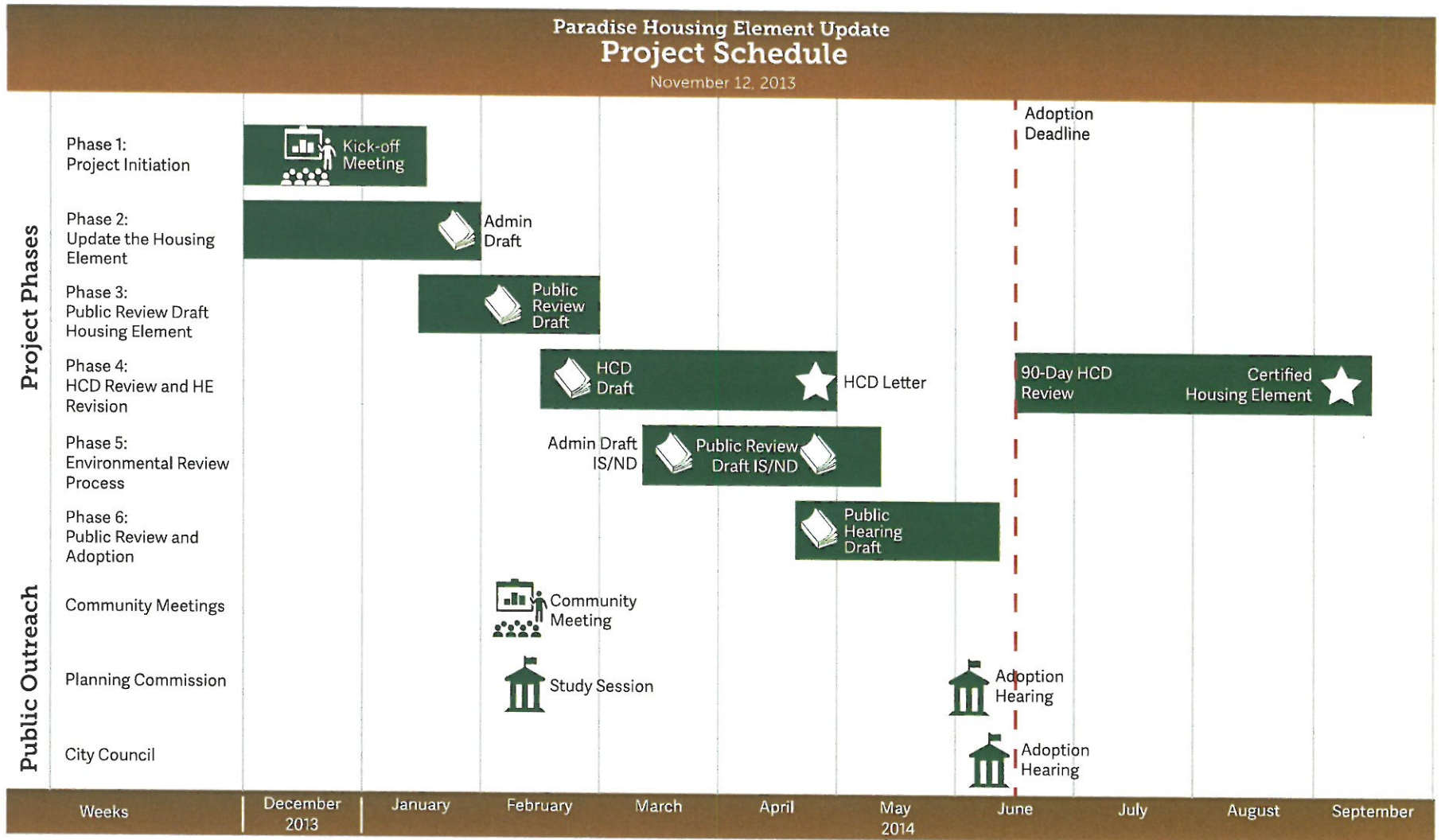
## Schedule and Budget

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The graphic on the following page shows the proposed schedule for the Housing Element Update, broken down by project phase based on the Scope of Work outlined in this proposal. The schedule also outlines the timeline for completing the optional environmental review; however, we understand that the Town may take the lead on environmental review.

The schedule ensures there is sufficient time for the Town to meet the June 15, 2014 deadline for adopting the Housing Element. We are prepared to begin work immediately and will commit staff resources to the completion of this project according to the schedule.

On page 18, the budget shows the number of hours each team member will work for each phase and the project costs, broken down by phase.

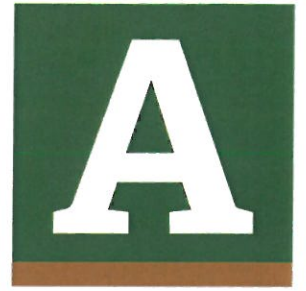




**Town of Paradise**  
**HOUSING ELEMENT UPDATE COST PROPOSAL**  
**Mintier Harnish**  
**November 12, 2013**

PHASES/TASKS	HOLZEM Project Director	NORTON Project Manager	KADIN Planner	SON Research Assistant	ADMIN	TOTAL HOURS	TOTAL COST
<b>PHASE 1: PROJECT INITIATION</b>							
Task 1.1 Kick-Off Meeting	4	8				12	\$1,800
Task 1.2 Streamlined Review Feasibility Assessment		4				4	\$580
Task 1.3 Community Meeting #1	4	4	8			16	\$2,020
<b>Phase 1 Subtotal</b>	<b>8</b>	<b>16</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>32</b>	<b>\$4,400</b>
<b>PHASE 2: UPDATE THE HOUSING ELEMENT</b>							
Task 2.1 Administrative Review Draft Background Report	8	24	24	32		88	\$8,600
Task 2.2 Administrative Review Draft Policy Document	6	8	8			22	\$2,920
Task 2.3 Public Review Draft Housing Element		4	8			12	\$1,380
<b>Phase 2 Subtotal</b>	<b>14</b>	<b>36</b>	<b>40</b>	<b>32</b>	<b>0</b>	<b>122</b>	<b>\$12,900</b>
<b>PHASE 3: PUBLIC REVIEW OF DRAFT HOUSING ELEMENT</b>							
Task 3.1 Community Meeting #2	4	4	8			16	\$2,020
Task 3.2 Planning Commission Study Session	4	4				8	\$1,220
Task 3.3 General Plan Amendment Consultation and Referrals	2					2	\$320
<b>Phase 3 Subtotal</b>	<b>10</b>	<b>8</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>26</b>	<b>\$3,560</b>
<b>PHASE 4: HCD REVIEW AND HOUSING ELEMENT REVISION</b>							
Task 4.1 HCD Review Draft Housing Element, HCD Checklists, and Transmittal to HCD		4	8			12	\$1,380
Task 4.2 Meeting with HCD	4	4				8	\$1,220
Task 4.3 Response to HCD Comments	4	12	8			24	\$3,180
<b>Phase 4 Subtotal</b>	<b>8</b>	<b>20</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>44</b>	<b>\$5,780</b>
<b>PHASE 5: ENVIRONMENTAL REVIEW</b>							
Task 5.1 Administrative Draft Initial Study/CEQA Deocumentation	4			24		28	\$1,720
Task 5.2 Public Review Draft Initial Study/CEQA Deocumentation	2			8		10	\$680
<b>Phase 5 Subtotal</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>32</b>	<b>0</b>	<b>38</b>	<b>\$2,400</b>
<b>PHASE 6: PUBLIC REVIEW AND ADOPTION</b>							
Task 6.1 Public Hearing Draft Housing Element	4	4	4			12	\$1,620
Task 6.2 Public Hearings and Adoption (2)	8	8				16	\$2,440
Task 6.3 Final Housing Element and Transmittal to HCD	2	2	4			8	\$1,010
<b>Phase 6 Subtotal</b>	<b>14</b>	<b>14</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>36</b>	<b>\$5,070</b>
<b>PROJECT MANAGEMENT</b>							
Project Management	4	8			12	24	\$2,700
<b>TOTAL</b>							
Total Hours	64	102	80	64	12	322	-
2013/14 Billing Rates	\$160	\$145	\$100	\$45	\$75	-	-
Labor Subtotals	\$10,240	\$14,790	\$8,000	\$2,880	\$900	-	\$36,810
Direct Expenses (Printing, travel costs)							\$2,500
<b>TOTAL COST</b>							<b>\$39,310</b>
Public Meetings (per meeting)	4	4		8			\$1,580

# Appendix A: Staff Resumés



This section contains full staff resumés.



**EDUCATION**

**Bachelor of Science, Community and Regional Development**  
University of California, Davis

**CERTIFICATIONS/AFFILIATIONS**

- \* American Planning Association, California Chapter Board Member, Young Planners Group
- \* Urban Land Institute, Young Leader

**EXPERIENCE**

**Mintier Harnish**  
Senior Project Manager  
**City of Dixon**  
Community Development Intern  
**Sacramento Housing and Redevelopment Agency**  
Redevelopment Planning Intern

**PROJECTS**

- \* General plans for the Cities of Fortuna, Hayward, Sacramento (x2), South Sacramento, San Luis Obispo, Stockton, Tulare, West Sacramento, and the Counties of Fresno, Merced, San Joaquin, Sierra, and Tulare
- \* Do-It-Yourself General Plan training programs for the Cities of Aliso Viejo, Eureka, Hayward, and Solana Beach
- \* Housing elements for the Cities of Ceres, Stockton (x2), and Visalia, and the County of San Joaquin
- \* Regional plans: San Joaquin Valley Blueprint Guidance Framework and Planners Toolkit, Mid-Valley Vision Multimodal Corridor Alternatives, StanCOG and SJOCC SCSs, StanCOG and TCAG RHNAs, Strategic Growth Council MPO/SCS Self Assessment
- \* Climate action plans for the City of Sacramento and Kings County Association of Governments
- \* Municipal service reviews for the City of Stockton (x2) and the South San Joaquin Irrigation District

**PROFESSIONAL AWARDS**

- \* 2012 Sacramento Valley Section APA Green Planning Award, 2012 APA CA Award of Merit for Innovation in Green Community Planning, and 2012 AEP Climate Change Document Merit Award (Sacramento CAP)
- \* 2011 Sacramento Valley Section APA and Central Section APA Best Practices Award (SJV Planners Toolkit)
- \* 2009 APA CA and Sacramento Valley Section APA Comprehensive Plan for a Large City (Sacramento 2030 General Plan)
- \* 2009 APA CA Section Activity Award (Young Planners Group)



**Ted Holzem** has been a planner in both the public and private sectors since 2001. He specializes in regional planning, urban and rural land use planning and policy, climate change and global warming, municipal service reviews and spheres of influence, and GIS and land use modeling applications. Ted also manages multi-disciplinary consulting teams on large planning projects, and crafts and conducts public outreach programs.

Ted has managed five comprehensive general plan updates and several other planning projects and special studies for State, regional, and local agencies. He has served as an advisor or support on dozens of other projects, including RTP/SCS updates, RHNA plans, general plan updates, housing element updates, climate action plans, specific plans, municipal service reviews, zoning ordinance updates, and design guidelines/manuals.

Ted is also skilled in designing and conducting community outreach programs, and in working with individuals to building consensus. He has organized and led dozens of community workshops and decision-maker study sessions and hearings, and has developed and carried out several facilitated working sessions with agency and organization representatives. He has also conducted four Do-It-Yourself General Plan training Programs.

Ted is knowledgeable about implementing State laws and mandates associated with climate change (e.g., AB 32, SB 375, SB 97, Executive Order S-13-08). He has prepared local and regional climate action plans and sustainable community strategies. He has successfully pioneered new approaches to General Plan Updates that integrate sustainability and climate action measures into the framework of local planning documents and review processes. For the Cities of Sacramento and Hayward and San Joaquin County, Ted is leading the preparation of general plans that serve as the local climate action plan, meeting the requirements of State law as qualified plans for the reduction of greenhouse gas emissions.

Ted frequently gives lectures and presentations on climate change and SB 375, and serves on panels at local, state, and national conferences, such as the National Association of Environmental Planners and American Planning Association. Ted was the principal author of *Regional Planning and Climate Change: Understanding SB 375*, which is being used statewide by COGs/MPOs, cities, and counties to educate planners, decision-makers, and the public. He is currently assisting several MPOs prepare their SCSs and is working with the California Strategic Growth Council and the state's 18 MPOs in conducting a self-assessment of the first round of SCSs. He also contributes to articles and journals on climate change, including Public Policy Institute of California (PPIC) reports.



## EDUCATION

### **Master of Regional Planning**

Cornell University

### **Bachelor of Arts, Environmental Studies**

Oberlin College

## CERTIFICATIONS/AFFILIATIONS

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

## EXPERIENCE

### **Mintier Harnish**

Project Manager

### **Town of Danby, NY**

Planning Intern

### **Tompkins County, NY**

GIS Intern

### **The Cambridge Community Partnership**

Research Assistant

## RECENT PROJECTS

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



**Chelsey Norton** has seven years of experience as a planner in the public and private sectors. She specializes in the management and preparation of planning documents for public agency clients, with an emphasis on land use planning and policy, affordable housing policy, healthy community planning, and hazard mitigation planning. She has managed and/or prepared nearly 20 housing elements and a half-dozen general plans. Chelsey is a versatile planner that provides writing, research, and

technical support on a variety of projects, including zoning ordinance updates, hazard mitigation plans, airport land use plans, and HUD-required housing studies.

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

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

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



**EDUCATION****Bachelor of Arts, Geography**

University of California, Los Angeles

**CERTIFICATIONS/AFFILIATIONS**

- \* American Planning Association,  
California Chapter Member

**EXPERIENCE****Connetics Transportation Group**

Research Assistant

**Los Angeles Economic Development Corporation**

Planning Intern

**Urban Planning Travel Study****Program: Geneva, Switzerland**

Student

**PROJECTS**

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



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

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

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

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

## EDUCATION

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

## EXPERIENCE

### **Mintier Harnish**

Research Assistant

### **Greeniacs**

Research Intern

**Sustainable Cities of Northern Europe  
Study Abroad Program**

Student

## PROJECTS

- \* City of Isleton Housing Element
- \* City of Sacramento PACE Program



**Grace Son** is a Research Assistant with Mintier Harnish. She specializes in environmental policy and city planning. Grace provides research, editing and design support for a variety of projects including housing elements for the City of Isleton and research for the City of Sacramento's PACE program.

Prior to working for Mintier Harnish, Grace was a Research Intern for Greeniacs, where she composed weekly articles and blog posts on various environmental issues and trends.

Through the Honors Program at UC Davis, Grace researched sustainable waste management practices to aid in the construction of Climate Action Plans for the cities of Woodland and Winters, CA. Grace also traveled throughout Northern Europe studying sustainable cities and successfully implemented practices.

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



## EDUCATION

### Master of City Planning

University of California, Berkeley

### Master of Public Administration

University of California, Berkeley

### Bachelor of Arts, Political Science

University of California, Los Angeles

## CERTIFICATIONS/AFFILIATIONS

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

## EXPERIENCE

### Mintier Harnish

Principal

### Governor's Office of Planning and Research

Senior Associate

### City of Napa

Associate Planner

### United Nations Research Institute for Social Development, Geneva, Switzerland

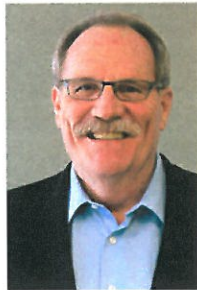
Consultant

### International Labor Organization, Geneva, Switzerland

Consultant

## PROJECTS

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



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

projects involved managing multi-disciplinary teams and the preparation of environmental impact reports.

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

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

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

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




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A PROPOSAL TO

# THE TOWN OF **PARADISE**

## GENERAL PLAN HOUSING ELEMENT

SUBMITTED TO:

TOWN OF PARADISE

DEVELOPMENT SERVICES DEPARTMENT  
HOUSING ELEMENT PROPOSAL  
5555 SKYWAY  
PARADISE, CA 95969



NOVEMBER 25, 2013

SUBMITTED BY:

**PMC**<sup>®</sup>

140 INDEPENDENCE CIRCLE, SUITE C  
CHICO, CA 95973  
PHONE: (530) 894-3469  
FAX: (530) 894-6459

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WWW.**95**WORLD.COM



November 25, 2013

Craig Baker, Community Development Director  
**TOWN OF PARADISE**  
5555 Skyway  
Paradise, CA 95969

**RE: TOWN OF PARADISE HOUSING ELEMENT UPDATE**

Dear Mr. Baker:

PMC is pleased to provide you with this proposal to assist the Town of Paradise in preparing its 5<sup>th</sup> cycle Housing Element update. PMC's Housing and Community Development team has considerable experience working with the California Department of Housing and Community Development (HCD), having completed 48 certified Housing Elements since 2008, of which 34 were certified after a single round of review. PMC recently prepared the City of Roseville's Housing Element, with HCD's new streamlined process, and received a conditional compliance letter within two weeks.

PMC has a lengthy résumé of projects in Butte County and other nearby counties and is currently preparing the 5<sup>th</sup> cycle Housing Elements for Butte County and the Cities of Orland and Biggs. The project team, directed by Jennifer Gastelum, has over 13 years of experience in managing the preparation of Housing Elements. Ms. Gastelum will direct the Housing Element update from PMC's Rancho Cordova office, with support from Amy Sinsheimer, project manager, and Mike Martin, senior planner. With an office in the greater Sacramento area and an office in Chico, PMC is uniquely qualified to meet project demands in person in Paradise and to attend meetings with HCD in Sacramento. PMC has the staff and resources available to help Town staff prepare a Housing Element that can be certified by HCD.

While PMC anticipates that the 5<sup>th</sup> cycle update will be a minor, technical revision, the Housing Element update will include revisions to data, including from the 2010 Census, as well as review of the implementation of the 4<sup>th</sup> cycle Housing Element. PMC will work with Town staff to complete the Housing Element update. PMC will take the lead and provide a framework of necessary updates in each section, providing the format for the document and drafts to the Town for review to make this a seamless process for Town staff. PMC is familiar with the requirements of the new HCD streamlined review process and will work with the Town to determine whether Paradise is eligible for streamlined review in the 5<sup>th</sup> cycle. The following scope, budget, and schedule are targeted to ensure that the updated Housing Element complies with new state laws and identifies adequate sites to meet Paradise's 2014–2022 Regional Housing Needs Allocation (RHNA).

The person authorized to make representations on behalf of PMC is Philip O. Carter, the firm's president. His contact information is as follows:

2729 Prospect Park Drive, Suite 220

Rancho Cordova, CA 95670

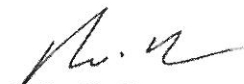
Phone: (916) 361-8384

Fax: (916) 361-1574

[pcarter@pmcworld.com](mailto:pcarter@pmcworld.com)

Please don't hesitate to contact Jennifer Gastelum at (916) 361-8384, ext. 10258, or [jgastelum@pmcworld.com](mailto:jgastelum@pmcworld.com) should you require any additional information. We are excited for the opportunity to assist the Town with completing its 5<sup>th</sup> cycle Housing Element and look forward to hearing from you.

Sincerely,



Philip O. Carter  
President



Jennifer Gastelum  
Project Director

POC:jg:sw:ag

P:\California, State of\Paradise, Town of\PI3-0994 Housing Element Update\Draft Proposal\0. Cover Letter\_Introduction.docx

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# EXECUTIVE SUMMARY

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EXECUTIVE SUMMARY

# EXECUTIVE SUMMARY

PMC will prepare an update to the Town of Paradise's Housing Element for the planning period of June 15, 2014, to June 15, 2022. PMC will review and revise the existing Housing Element to reflect current housing conditions and Town policies and objectives and to establish a vacant and underutilized land inventory that meets the Town's 2014–2022 Regional Housing Needs Allocation (RHNA) of 634 units.

## APPROACH AND OVERVIEW

PMC's approach to this work effort will be a collaborative approach with Town staff to complete a technical update to the Housing Element. PMC will build on the existing Housing Element to maintain certification as well as address new state laws including Senate Bill (SB) 812, passed in November 2010. PMC's Housing Element experience across California, and particularly in Butte County and surrounding areas, has prepared us to complete the Housing Element update efficiently in close coordination with HCD.

The scope of work, schedule, and cost estimate provide the details of how PMC plans to meet the schedule and budget expectations of the Town as well as complete a Housing Element update that addresses the community's housing needs and complies with state law. The Qualifications and Personnel section provides an overview of PMC as a firm, our Housing Element qualifications, a project team organization chart, and the project team's availability and approach to completing the project. The References section includes three Housing Element references from other Butte County clients.

"Ms. Gastelum's team is on top of breaking developments at HCD; they are all aware of the important issues and have well developed relationships with HCD staff."

*David Loya, Deputy Director of  
Community Development  
City of Arcata*



"Without the knowledge, contacts, and professional approach exhibited by PMC staff, our efforts would not have been as effective. We strongly recommend PMC to other entities seeking services."

*Reed Flory*

*City of Rancho Cordova*

## STREAMLINED HOUSING ELEMENT PROCESS

HCD has released a "Streamlined Housing Element Process." PMC staff has worked with HCD on half a dozen streamlined Housing Elements and will encourage the Town to use this approach with this update. HCD would like to see all the changes made to the document in a track change/strikeout edited version or highlighted to identify the changes more quickly and efficiently.

## RHNA

According to the 5<sup>th</sup> Cycle Regional Housing Needs Assessment Final Allocation Plan, prepared by the Butte County Association of Governments, the Town of Paradise's housing production goal is 634 units (241 units, or 38%, are lower-income units). The 2014–2022 RHNA is over 600 units less than the previous RHNA. The Town's current Housing Element sites inventory documents capacity for an additional 2,069 residential units in Paradise. Due to the reduced RHNA and the lack of development occurring during the current planning period, PMC assumes the majority of these sites will be available for the 5<sup>th</sup> cycle to meet the Town's lower RHNA.

## OUTREACH

PMC will provide all documents in web-ready versions in order for the Town to post information to its website, including public meetings, drafts, and other pertinent data. As specified in the Town's Request for Proposals, PMC is recommending that the Town conduct two (2) public outreach meetings during the drafting of the Housing Element to discuss and educate residents on the process and state law requirements. PMC also proposes one (1) public hearing before the Planning Commission and one (1) public hearing before the Town Council to present the draft Housing Element and to discuss key findings prior to submittal to HCD and one (1) Town Council hearing for review and adoption following HCD approval.



# WORK SCOPE AND SCHEDULE

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WORK SCOPE AND SCHEDULE

# WORK SCOPE AND SCHEDULE

PMC will operate as an extension of Town staff and plans to work hand in hand to effectively identify strategies for maximizing opportunities and resolving any project challenges.

## SCOPE OF WORK

### TASK 1: ADMINISTRATIVE DRAFT HOUSING ELEMENT

PMC will provide an administrative draft of the Housing Element for Town staff review. PMC requests that we receive one consolidated set of Town comments on the draft. PMC will then produce a revised administrative draft Housing Element.

**Task 1 Deliverable:** PMC will provide five (5) black-and-white hard copies and one (1) electronic copy of the administrative draft in Microsoft Word and .pdf format for Town staff review and comment.

#### Task 1.1: Project Kickoff Meeting

PMC will meet with Town staff to gain a complete understanding of the Housing Element. At the meeting, PMC will:

- Review the scope of work and schedule.
- Discuss information sources.
- Discuss approach to accommodating the RHNA for the 5<sup>th</sup> cycle.
- Identify any other critical housing issues based on Town staff's perspective.
- Discuss the desired style and format of the Housing Element.
- Review Housing Element legal requirements.
- Discuss CEQA compliance.
- Discuss lessons learned from the previous Housing Element.
- Discuss the best methods for ensuring regular communication.

**Task 1.1 Deliverable:** PMC will provide the Town with a list of data needed to start the project. This list will be forwarded to the Town prior to the kickoff meeting.

*Task 1.1 Budget Amount: \$910*



**Task 1.2 Deliverable:** PMC will provide the Town with a matrix including questions that will help determine program accomplishments.

**Task 1.3 Deliverable:** The Housing Needs Assessment will be included as part of the administrative draft Housing Element.

### **Task 1.2: Evaluation of 2007–2014 Housing Element**

PMC will evaluate the appropriateness and effectiveness of each program included in the 2007–2014 Housing Element. During this evaluation, PMC will work with the Town to determine programs that could be modified, new programs that should be added, and programs that have been completed and should be removed. PMC will rely on annual Housing Element reports submitted to HCD, if available.

*Task 1.2 Budget Amount: \$1,615*

### **Task 1.3: Needs Analysis**

PMC will update the Needs Analysis section using the HCD-prepared Butte County data packet and other sources as needed, including the 2010 Census and Department of Finance data. Consistent with state law (Government Code Section 65583(a)), the Housing Needs Assessment will include the following:

- **Population and Employment Trends:** Race, age, employment by industry and occupation.
- **Household Characteristics:** Number of existing and overpaying households, lower-income households (including extremely low). This will include level of payment and ability to pay.
- **Housing Stock Characteristics:** Housing conditions, overcrowded households, housing costs, housing type, vacancy rates.
- **Special Housing Needs:** Special housing needs of persons with disabilities (including addressing SB 812), seniors, large households, persons in need of shelter, farmworkers, and female-headed households.
- **Inventory of At-Risk Units:** PMC will utilize the HCD Butte County data packet and work with the California Housing Partnership Corporation (if needed) to identify any units at risk of converting to market-rate prices within the planning period. PMC will work with Town staff to determine preservation and replacement needs.

*Task 1.3 Budget Amount: \$3,885*



## Task 1.4: Housing Resources and Opportunities

### Regional Housing Needs

According to the Fifth Cycle Regional Housing Needs Allocation prepared by the Butte County Association of Governments, the Town of Paradise has a housing production goal of 634 units, which is nearly 50% less than in the previous cycle. PMC will conduct a review of population and employment trends and document and quantify existing and projecting housing needs for all income levels in Paradise.

### Adequate Sites Inventory

PMC will update the available sites inventory and identify sites suitable for residential development within the planning period. The inventory will identify appropriately zoned sites with necessary infrastructure and services. PMC will evaluate opportunities to provide sites appropriate for workforce housing and the possibility of mixed-use development and underutilized sites to accommodate some of the Town's RHNA. The Town's analysis of sites appropriate for extremely low-, very low-, and low-income residential development in the previous Housing Element made the case that although the HCD-designated default density for the Town of Paradise is 20 units per acre, a default density of 15 units per acre is more appropriate because of wastewater infrastructure constraints due to the lack of a citywide sewer system and past lower-income housing development trends of 15 units per acre or less. PMC proposes to revisit and augment this analysis in the 5<sup>th</sup> cycle Housing Element update per Government Code Sections 65583.2(c)(3)(A) and (B).

### Financial Resources

PMC will identify financial and administrative resources available to the Town for affordable housing programs.

### Analysis of Opportunities for Energy Conservation

In response to SB 375 and AB 32, PMC will include an inventory and analyze the opportunities to encourage the incorporation of energy-saving features, energy-saving materials, and energy-efficient systems and design for residential development. PMC will also provide detail on any current programs being implemented in regard to energy conservation and green building initiatives.

*Task 1.4 Budget Amount: \$3,495*

**Task 1.4 Deliverables:** PMC will provide Town staff with a complete land inventory analysis for review and revision to ensure the Town is able to meet its regional housing need.

PMC will need to obtain current GIS layers for zoning, General Plan, and assessor's data from the Town in order to complete this analysis.

A complete analysis of opportunities for energy conservation will also be included.

**Task 1.5 Deliverable:** A complete analysis of possible constraints will be included as part of the Housing Element update.

### **Task 1.5: Housing Constraints**

PMC will identify and analyze potential and actual constraints to the maintenance, improvement, or development of housing for all income levels. The analysis will identify the specific standards and processes and evaluate their impact, including cumulatively, on the supply and affordability of housing. The analysis is to determine whether local regulatory standards pose an actual constraint and must also demonstrate local efforts to remove constraints that hinder a jurisdiction from meeting its housing needs.

#### **Potential Governmental Constraints**

Possible governmental constraints include land use controls, sensitive areas (e.g., wetlands, creeks, and floodplains), fees and exactions, required improvements, permit processing procedures, and building codes and their enforcement. PMC will consider zoning and infrastructure constraints for specific sites identified in the land inventory. PMC is aware that the Town of Paradise is the largest unsewered incorporated community in California.

PMC will assume that Program HI-1 from the previously certified Housing Element will remain in place to reduce infrastructure constraints to development in the updated land inventory. PMC will also perform an analysis of constraints to development of housing for those with disabilities and present local efforts to remove constraints to those with disabilities obtaining housing and services, including reasonable accommodation if not currently in place.

#### **Potential Non-Governmental Constraints**

Potential non-governmental constraints, including community opposition, availability of financing, cost of construction, and price of land, will also be considered.

*Task 1.5 Budget Amount: \$3,885*

### Task 1.6: Housing Goals, Policies, Programs, and Quantified Objectives

PMC will work with Town staff to present goals, policies, programs, and quantified objectives in a five-year implementation plan to address identified housing needs and constraints, based on the information received from the public outreach meetings and the needs identified in the Housing Needs Assessment, and consistent with Government Code Sections 65583(b) and (c). This implementation plan will be consistent with the Butte County Regional Housing Needs Plan: January 1, 2014 – June 30, 2022. These policies will guide decision-making with regard to adequate sites for various types of housing and appropriate housing development in Paradise.

Implementation programs will address all new state law requirements, including SB 812, in addition to actions that will address mixed use, workforce housing, second units, density bonus, and rehabilitation needs. All programs will describe the specific steps, time frame, and Town departments responsible for implementation. The Housing Element programs will address the following:

- Ensure that housing opportunities are available for all persons in the town.
- Preserve and improve the existing stock of affordable housing.
- Facilitate development of adequate housing needs to meet the needs of low- and moderate-income households and the regional housing allocation goals.
- Mitigate any governmental constraints to housing production.
- Ensure General Plan consistency and adherence to community-based goals.

*Task 1.6 Budget Amount: \$2,670*

**Task 1.6 Deliverable:** PMC will build off the existing goals and policies and will satisfy the requirements of Government Code Sections 65883(b) and (c).



**Task 2 Deliverable:** PMC will provide ten (10) black-and-white hard copies and one (1) electronic copy of the public review draft Housing Element in Microsoft Word and .pdf format for Town staff review and comment.

**Task 3 Deliverable:** PMC will prepare materials for and attend two (2) public outreach meetings during the public review draft Housing Element review period.

**Task 4 Deliverable:** PMC will prepare materials for and attend one (1) Planning Commission hearing prior to submitting to HCD and two (2) public hearings following HCD review, one (1) with the Planning Commission and one (1) with the Town Council for adoption.

## TASK 2: PUBLIC REVIEW DRAFT HOUSING ELEMENT

The refined administrative draft will be presented as a draft Housing Element that will be presented to HCD, the Planning Commission, the Town Council, and the general public for review and comment.

*Task 2 Budget Amount: \$1,485*

## TASK 3: PUBLIC OUTREACH MEETINGS AND REVIEW PERIOD FOR THE HOUSING ELEMENT

PMC will conduct two public outreach meetings during the drafting of the Housing Element to discuss and educate residents on the process and hear from local service providers on what they are seeing in terms of needs in the community. PMC recommends an afternoon service provider/stakeholder roundtable discussion followed by an evening public workshop. This can be as part of a Planning Commission study session or a separate stand-alone public meeting. PMC is flexible with meeting the outreach needs of the community for this Housing Element update in the tight time frame and can work with Town staff to draft an outreach plan that works for the Town.

*Task 3 Budget Amount: \$1,465*

## TASK 4: PUBLIC HEARINGS

PMC will attend three public hearings on the Housing Element. PMC will attend one (1) Planning Commission hearing prior to submitting the draft to HCD. PMC will assist Town staff in responding to any comments/input received and, if necessary, revising the public review draft Housing Element prior to submittal of the draft Housing Element to HCD for review. Once the draft has been submitted, reviewed, and conditionally certified by HCD, PMC will attend one (1) Planning Commission hearing and one (1) Town Council hearing for adoption of the Housing Element and certification of the Initial Study/Negative Declaration. The adoption hearing will be held prior to May 15, 2014, ahead of the HCD deadline for adoption of June 15, 2014.

PMC is available to attend any additional meetings with the Planning Commission, Town Council, or HCD staff on a time-and-materials basis.

*Task 4 Budget Am*

## TASK 5: ENVIRONMENTAL COMPLIANCE – PUBLIC NOTICING AND PREPARATION OF CEQA DOCUMENTS

### Prepare Draft Initial Study/Negative Declaration

PMC will prepare the associated Element Initial Study/Negative Declaration (IS/ND) concurrently with the draft Housing Element. PMC will also be responsible for all noticing associated with the IS/ND. The IS/ND will consist of a project description, CEQA environmental checklist, discussion of environmental issues, and references. The project description will summarize the proposed Housing Element revisions and areas of the town affected by specific programs that may have significant impacts. It will also include general location maps showing the areas of the town affected by those proposed programs.

The budget for the IS/ND assumes that PMC can use data from readily available sources (e.g., previously prepared IS/ND, the Town's GIS, General Plan, engineering reports, master plans, and previous technical studies).

### Prepare Revised Draft Initial Study/Negative Declaration

This scope assumes a single set of comments from the Town. PMC will revise the IS/ND based on Town staff comments and submit the revised document to the Town for public circulation.

### Prepare Final Initial Study/Negative Declaration

After the 30-day review period has expired, PMC will prepare a final IS/ND that consists of written public and agency comments received on the IS/ND, responses to those comments, and errata of any changes to the document. The final environmental document will be submitted concurrently with the final Housing Element.

*Task 5 Budget Amount: \$4,295*

### Task 5 Deliverables:

PMC will prepare an Initial Study/Negative Declaration consistent with CEQA.

- Draft and final copies of all required CEQA forms and notices
- One (1) black-and-white printed copy of the administrative draft of all documents and one (1) CD with electronic copies in Word and PDF
- Forty (40) black-and-white hard copies of the IS/ND (15 delivered to the State Clearinghouse and 25 for local distribution) and one (1) CD with electronic copies in Word and PDF
- Electronic copies of the response to comments to each commenting agency
- One (1) electronic version of the response to comments and final IS/ND
- Word and Adobe PDF copies of all submittals



**Task 6 Deliverable:** PMC will prepare submittals to HCD including cover letters and printed copies of the Housing Element with highlighted changes and additions. PMC will prepare e-mails and memorandums to address HCD questions and comments, as needed, and will incorporate required changes into the Housing Element in strikethrough format for review and approval by Town staff.

**Task 7 Deliverable:** PMC will submit the final Housing Element for HCD certification and will be available as needed for clarification and follow-up with HCD between the time of Housing Element adoption and HCD's finding of compliance with state law.

## TASK 6: HCD 60-DAY REVIEW PERIOD

Reaching a consensus with HCD is a negotiation process, and we are committed to representing the Town's best interests in this process. By maintaining close contact with HCD and representing the needs of our clients, PMC has never failed to obtain certification of any of our Housing Elements.

PMC's close proximity to HCD's office makes it easy for PMC to meet with HCD staff as needed. PMC will serve as the Town's liaison to HCD. This service will include:

- Acting as the primary contact who will communicate with HCD staff as needed.
- Submittal of the public review draft Housing Element to HCD.
- Should the Town qualify for HCD's streamlined process, PMC will complete all required documents.
- Completion of all revisions requested by HCD.
- Meetings and/or conference calls with HCD staff and Town staff to discuss comments.

*Task 6 Budget Amount: \$2,510*

## TASK 7: FINAL HOUSING ELEMENT AND STATE CERTIFICATION

Following the Town Council adoption hearing, PMC will finalize and submit the Housing Element for HCD's final 90-day review. PMC will be available as needed for clarification and follow-up with HCD between the time of Housing Element adoption and HCD's finding of compliance with state law.

*Task 7 Budget Amount: \$785*



## OPTIONAL HOUSING ELEMENT TASK 1: SB 244 AND LAND USE ELEMENT AMENDMENT

### Optional Task 1.1: Assessment of Disadvantaged Communities

SB 244 defines an unincorporated disadvantaged community as a place that contains ten or more dwelling units in close proximity to one another; is either within a town sphere of influence, is an island within a town boundary, or is geographically isolated and has existed for more than 50 years; and has a median household income that is 80 percent or less than the statewide median household income.

In order to address the requirements of SB 244, PMC will complete the following analysis:

- Identify any disadvantaged unincorporated communities. PMC will also provide a map identifying any such areas.
- Review water, wastewater, stormwater drainage, and structural fire protection needs in unincorporated communities with ten or more dwellings, and analyze financing mechanisms that could feasibly be used to extend services to those communities.
- Identify options associated with the use of benefit assessment districts or other financing alternatives that could make the extension of services to these communities financially feasible.
- Work with Town staff to determine if the Town is in the process of or in the near future considering annexing territory that could be impacted by SB 244.
- Work with the Town to determine if any local developers<sup>3</sup> may be impacted by the annexation piece in this bill. Should this be the case, PMC will notify the identified developers.

If the SB 244 analysis determines there are disadvantaged communities in Paradise, an amendment to the General Plan Land Use Element would be necessary to comply with SB 244.

*Optional Task 1.1 Budget Amount: \$2,935*

**Optional Task 1.1 Deliverable:** PMC will conduct an analysis to address the requirements of SB 244.

**Optional Task 1.2 Deliverable:** If needed, PMC will amend the Land Use Element to address the requirements of SB 244.

## OPTIONAL TASK 1.2: LAND USE ELEMENT AMENDMENT TO COMPLY WITH SB 244 (IF REQUIRED)

Once PMC has completed the SB 244 disadvantaged communities assessment (Optional Task 1.1), we will either determine that an amendment to the Land Use Element is required or conclude that no targeted SB 244 Land Use Element amendments would be necessary.

If it is determined that an amendment is required, PMC will work with Town staff to amend the Land Use Element and will prepare a draft report of the suggested amendments to the Town's goals and programs relating to the requirements of SB 244.

*Optional Task 1.2 Budget Amount: \$2,960*

## COST ESTIMATE

### BILL RATES

Below is a listing of PMC's bill rates for the Housing Element update.

Staff	Hourly Rate
Jennifer Gastelum, Project Director	\$125
Amy Sinsheimer, Project Manager	\$110
Mike Martin, Senior Planner/Senior Environmental Planner	\$110
Angela Spain, Associate Planner	\$95
Jonathan Faoro, GIS Analyst	\$95
Administrative Assistance	\$65

## COST ESTIMATE BY TASK

The table below includes the hours and cost associated with each task included in the scope of work. PMC can attend additional staff or public meetings at a cost of \$750 per meeting.

Housing Element Task	Total Cost
<b>Task 1: Administrative Draft Housing Element</b>	
Task 1.1: Kickoff Meeting	\$910
Task 1.2: Evaluation of 2007–2014 Housing Element	\$1,615
Task 1.3: Needs Analysis	\$3,885
Task 1.4: Housing Resources and Opportunities	\$3,495
Task 1.5: Housing Constraints	\$3,885
Task 1.6: Housing Goals, Policies, Programs, and Quantified Objectives	\$2,670
<b>Task 2: Public Review Draft Housing Element</b>	<b>\$1,485</b>
<b>Task 3: Public Outreach Meetings and Review Period for the Housing Element (2 meetings)</b>	<b>\$1,465</b>
<b>Task 4: Public Hearings (3 meetings)</b>	<b>\$2,120</b>
<b>Task 5: Environmental Compliance – Public Noticing and Preparation of CEQA Document</b>	<b>\$4,295</b>
<b>Task 6: HCD 60-Day Review Period</b>	<b>\$2,510</b>
<b>Task 7: Final Housing Element and State Certification</b>	<b>\$785</b>
Direct Costs	\$560
<b>Total Budget without Optional Tasks</b>	<b>\$29,680</b>
Optional Task 1.1: SB 244 Analysis	\$2,935
Optional Task 1.2: Amend Land Use Element (if required)	\$2,960
<b>Total Budget with Optional Tasks</b>	<b>\$35,575</b>



## SCHEDULE

PMC has an excellent track record of receiving compliance with just one round of review. With the timeline shown on the following page assuming one round of HCD review, PMC expects to be able to meet the HCD deadline of having a certified Housing Element by October 15, 2014 (within the four-month grace period following the June 15, 2014, deadline for adopting a Housing Element) and of adoption of the Housing Element by May 15, 2014, as specified in the Town's RFP. The schedule shown in the timeline is based on one round of review with HCD.

Time Frame	Task
December 2013	Project kickoff meeting
Dec. 2013 – Jan. 2014	Prepare administrative draft Housing Element
January 2014	Town staff review of administrative draft
January 2014	Public workshops (2)
Late January 2014	Prepare draft Housing Element
Late Jan. – early Feb. 2014	Planning Commission hearing to review draft Housing Element
Early Feb. – early Apr. 2014	Submit draft to HCD (first 60-day review)
March 2014	Conference call with HCD, prior to receiving a letter to address any last-minute issues
Late March 2014	Address any outstanding HCD comments
Early April 2014	Town receives a "conditional compliance" letter from HCD
Late April – early May 2014	Planning Commission and Town Council hearings to adopt Housing Element
By May 15, 2014	Submit final Housing Element to HCD (90-day review)
August 2014	HCD Finding of Compliance

# QUALIFICATIONS AND PERSONNEL

PMC<sup>®</sup>

QUALIFICATIONS AND PERSONNEL



# QUALIFICATIONS AND PERSONNEL

PMC is a private California corporation founded in the Sacramento area in 1995 to serve the needs of cities, counties, and other governmental agencies by providing a comprehensive range of municipal services. PMC currently employs approximately 100 professionals serving municipal clients, agencies, and special districts throughout California.

Pacific Municipal Consultants (dba PMC) is a full-service multidisciplinary firm dedicated to serving public agencies throughout the west. PMC has successfully completed over 2,100 projects providing services to more than 800 public agencies since our establishment in 1995. PMC today consists of approximately 100 professionals working out of seven primary offices. Our staff includes housing planners, land use and environmental planners, sustainability and climate action planners, grant specialists, architects, urban designers, landscape architects, and technical specialists to assist with projects. We have professionals with the experience to ensure a quality and timely response to any issue that might arise during a project. In particular, we have a Butte County office in Chico. The project team for this contract works with municipal agencies throughout the county and has significant north state experience.

We offer the Town the ability to create a Housing Element tailored to the community. Drawing on our strong relationship with the California Department of Housing and Community Development (HCD), we coordinate effectively with our clients and HCD to obtain Housing Element certification.

We also provide on-call services to a variety of agencies to support clients in implementing Housing Elements and monitoring progress toward Regional Housing Needs Allocation (RHNA) goals. No matter what the assignment, PMC operates as an extension of staff to ensure a team approach in identifying effective strategies to resolve project challenges. PMC does not work for developers or private companies directly and therefore avoids both perceived and real conflicts of interest. We pride ourselves on our ability to provide a wide (and growing) range of municipal support and management services to agencies, including general plan updates, zoning updates, contract

## PMC's Services:

- Housing Element Updates and Implementation
- Grant Research, Writing, and Submission
- Contract Planning Staff
- NEPA Reviews and CEQA Environmental Assessments
- Municipal Finance
- Real Estate Market Analysis
- Feasibility Studies
- Conservation and Resource Planning
- Architectural and Design Guidelines
- GIS Analysis
- Sub-Area, Master, and Site Plans
- Revitalization Strategies and Action Plans
- Economic Development Services



PMC's Housing and Community Development team has a 100% success rate in receiving HCD certification, certifying 48 Housing Elements since 2008, of which 34 were certified after a single round of review.

staffing, urban design, community facilitation, and project management services. Many of our client agencies have found the use of PMC's services, staff resources, and technical expertise a viable option to meet their ever-changing budget and service demands. To review additional information regarding PMC's services, please visit [www.pmcworld.com](http://www.pmcworld.com).

## QUALIFICATIONS

### HOUSING ELEMENT EXPERIENCE

PMC understands that each community has unique housing conditions and challenges. We understand the regulatory requirements that accompany the Housing Element certification process. PMC will use our experience, knowledge, and familiarity with HCD to produce a user-friendly Housing Element for the Town of Paradise.

PMC has experience throughout Northern California, having prepared certified 4<sup>th</sup> round Housing Elements for the Cities of Arcata, Anderson, Biggs, Chico, Crescent City, Dunsmuir, Etna, Fortuna, Montague, Mt. Shasta, Orland, Red Bluff, Tulelake, Willows, and Yreka as well as for the Counties of Siskiyou and Inyo. PMC is currently working with Yreka, Dunsmuir, Montague, Yuba City, Biggs, Orland, Butte County, Lassen County, and Yuba County on their 5<sup>th</sup> round Housing Elements.

PMC has worked with many HCD reviewers and has been successful in leveraging our positive relationship with HCD to assure timely certification. On the following page is a list of the Housing Elements PMC has in progress, followed by a list of the Housing Elements we have completed since 2008.

## Housing Elements in Progress

PMC is currently assisting the following jurisdictions with 5<sup>th</sup> round Housing Element updates.

### 5<sup>th</sup> Round Housing Elements

- City of Auburn (in review at HCD)
- City of Biggs
- Butte County
- City of Calimesa (conditional compliance)
- City of Davis (in review at HCD)
- City of Dunsmuir
- Imperial County
- Lassen County
- City of Marysville (conditional compliance)
- City of Montague
- City of Ontario (in review at HCD)
- City of Orland
- City of Rancho Cordova (conditional compliance)
- City of Roseville (certified)
- City of Temecula (in review at HCD)
- City of West Sacramento (certified)
- City of Yreka
- Yuba City
- Yuba County

"Under the leadership of Ms. Gastelum, your firm's work on the Housing Element was completed within the agreed-to timeline, budget and provides Clayton a clearly written implementation program to follow to meets its housing goals."

*David Woltering*

*Community Development Director*

*City of Clayton*

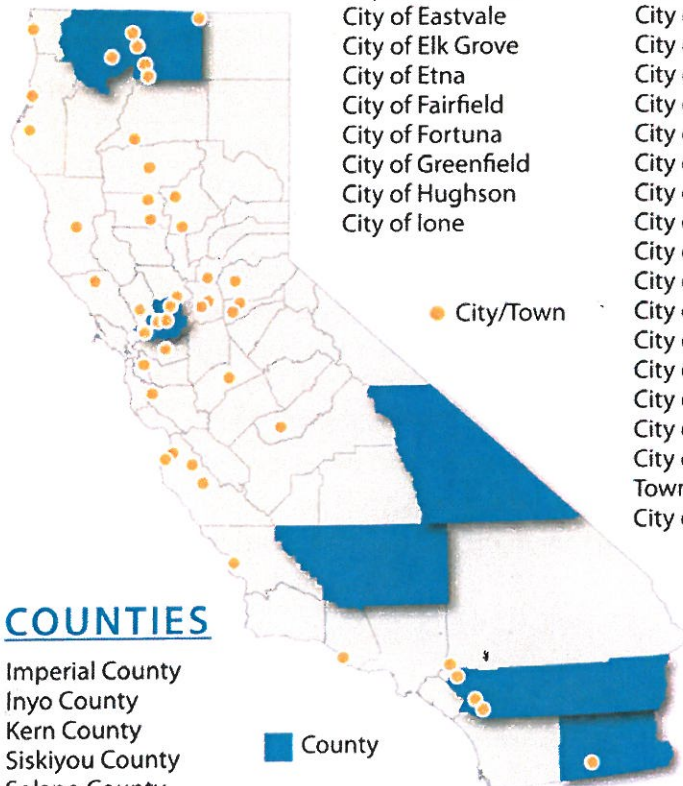
## Housing Elements Completed

### CITIES AND TOWNS

City of Alameda  
City of Anderson  
City of Arcata  
City of Auburn  
City of Biggs

City of Chico  
City of Clayton  
City of Cloverdale  
City of Crescent City  
City of Davis  
City of Dixon  
City of Dunsmuir  
City of Eastvale  
City of Elk Grove  
City of Etna  
City of Fairfield  
City of Fortuna  
City of Greenfield  
City of Hughson  
City of Ione

City of Imperial  
City of Los Altos  
City of Madera  
City of Montague  
City of Monterey  
City of Morro Bay  
City of Mt. Shasta  
City of Ontario  
City of Orland  
City of Oxnard  
City of Plymouth  
City of Rancho Cordova  
City of Red Bluff  
City of Roseville  
City of Sand City  
City of Soledad  
City of Suisun City  
City of Temecula  
City of Tulelake  
City of Vallejo  
City of Wildomar  
City of Willits  
City of Willows  
Town of Yountville  
City of Yreka

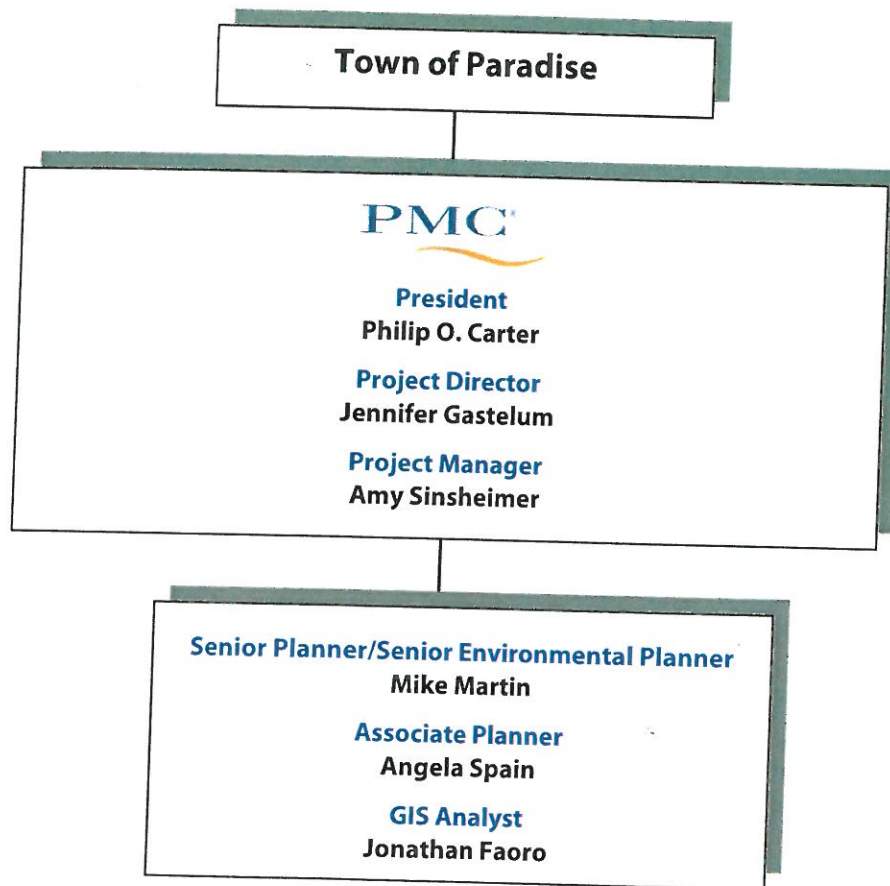


### COUNTIES

Imperial County  
Inyo County  
Kern County  
Siskiyou County  
Solano County  
Riverside County



## ORGANIZATIONAL CHART



## PERSONNEL

Detailed résumés for each project team member can be found in Appendix A.

### JENNIFER GASTELUM, PROJECT DIRECTOR

**Project Responsibilities:** Ms. Gastelum will serve as the overall project director and will oversee all aspects of the project.

**BS, City & Regional Planning,**  
California Polytechnic State University,  
San Luis Obispo

**Associate's Degree, American River**  
College, Sacramento

**Member, American Planning**  
Association and California Chapter of  
the American Planning Association

Ms. Gastelum has more than 13 years of experience on projects throughout California, Nevada, and Washington. She is experienced in managing the preparation of Housing Elements, consolidated plans, and other housing policy documents. Her most recent housing policy experience includes Housing Element updates for over two dozen California cities during the 4<sup>th</sup> round update cycle. She recently assisted the communities of Alameda and Oxnard with bringing their Housing Elements into compliance. She is currently managing 5<sup>th</sup> round updates for Ontario, Auburn, Temecula, Roseville, and Imperial County.

She has completed a Fair Share Housing Allocation Plan for Pierce County, Washington, and its 22 cities, and represented the City of Rancho Cordova at the Planners' Roundtable process to determine the Fair Share methodology and allocations for the multicounty Sacramento Area Council of Governments. She has developed affordable housing best practices strategies which included inclusionary housing recommendations and identifying zoning and infill incentives.

Additional project experience includes managing and facilitating housing condition surveys, housing needs assessments, and income surveys for the Cities of Grass Valley, Fairfield, and Vallejo and for Imperial County. Ms. Gastelum has completed redevelopment and capital infrastructure feasibility studies for Imperial County and the City of Plymouth.

#### Housing Element Project Experience

City of Alameda	City of Etna	City of Monterey	City of Tulelake
City of Anderson	City of Fairfield	City of Morro Bay	City of Vallejo
City of Arcata	City of Fortuna	City of Mt. Shasta	City of Wildomar
City of Biggs	City of Hughson	City of Orland	City of Willows
City of Chico	City of Greenfield	City of Oxnard	Town of Yountville
City of Clayton	City of Imperial	City of Plymouth	City of Yreka
City of Cloverdale	Imperial County	City of Rancho Cordova	
City of Crescent City	Inyo County	City of Red Bluff	<i>In progress</i>
City of Davis	City of Lone	City of Roseville	City of Auburn
City of Dixon	Kern County	Sand City	City of Davis
City of Dunsmuir	City of Los Altos	Siskiyou County	City of Ontario
City of Eastvale	City of Madera	Solano County	Riverside County
City of Elk Grove	City of Montague	City of Soledad	City of Temecula
		Suisun City	

## AMY SINSHEIMER, PROJECT MANAGER

Ms. Sinsheimer has over 10 years of experience managing Housing Elements and zoning ordinance updates, preparing CEQA documents, and with other long-range planning. She regularly interfaces with clients and team members, coordinating work among PMC employees and attending meetings, interviews, and public hearings. She has significant experience with public outreach including for complex projects involving multiple agencies, stakeholders, and team members. Ms. Sinsheimer's responsibilities include marketing, proposal writing, research, writing, and review of documents. She has worked on over 15 Housing Elements so far in the 5<sup>th</sup> cycle and recently received conditional compliance for the City of Marysville Housing Element Update. She prepared Housing Elements during the 3<sup>rd</sup> and 4<sup>th</sup> cycles and has worked closely with staff at HCD to achieve certification for her clients. Ms. Sinsheimer prepared Housing Elements during the 4<sup>th</sup> cycle for Benicia, Tulare, Pismo Beach, Grover Beach, Atascadero, Arroyo Grande, Richmond, Pacific Grove, and King City. She has also prepared Housing Element program implementation documents for Atascadero and Pismo Beach. Other recent projects managed include the City of Malibu Zoning Code update and the City of San Luis Obispo Economic Development Plan.

**Project Responsibilities:** Ms. Sinsheimer will assist Ms. Gastelum in overall project management and will be responsible for day-to-day project management. Her work will be at the direction of Ms. Gastelum.

**MS, Master of City and Regional Planning,** California Polytechnic State University, San Luis Obispo

**BS, Conservation and Resource Studies,** University of California, Berkeley

### Housing Element Project Experience

#### **Completed\***

City of Arroyo Grande  
City of Atascadero  
City of Benicia  
City of Grover Beach  
City of King  
City of Pismo Beach  
City of Pacific Grove  
City of Richmond  
City of Tulare

#### **In progress**

City of Biggs  
City of Davis  
City of Dunsmuir  
City of Marysville  
City of Orland  
City of South Lake Tahoe  
City of Yreka  
City of Yuba City  
Yuba County

*\* Projects completed prior to joining PMC*



**Project Responsibilities:** Mr. Martin will be available to attend in-person meetings and will be the primary author of the Housing Element update.

### MIKE MARTIN, SENIOR PLANNER/SENIOR ENVIRONMENTAL PLANNER

Mr. Martin's responsibilities include environmental planning, policy document preparation, and contract services within client agencies. He has over eight years of experience in the urban planning field. Currently, Mr. Martin is working on the Housing Elements for the Cities of Biggs and Orland and Lassen County. He has completed environmental impact reports for large-scale residential developments, multi-use developments, and general plans. He was previously involved in ten Housing Element updates for cities and counties in California. Mr. Martin has also written municipal service reviews and development impact fee updates. In addition, he has completed numerous initial studies/negative declarations, housing condition and income surveys, and housing needs assessments, and has written CDBG P/TA and general allocation grants and more than 35 affordable housing feasibility studies throughout the United States. Current responsibilities include environmental impact reports and Housing Element updates for various cities in California.

### ANGELA SPAIN, ASSOCIATE PLANNER

**Project Responsibilities:** Ms. Spain will assist with drafting sections and analysis as part of the Housing Element update.

Ms. Spain has eight years of experience as a planner in the public and private sectors. She has a strong understanding of current planning processing and regulations and excellent customer service and communication skills. Ms. Spain is currently working on the housing needs assessment and housing constraints sections for several Housing Element updates, including the City of Biggs, City of Orland, and Butte County. Prior to joining PMC, she worked as a planner at the City of Chico.

## JONATHAN FAORO, GIS ANALYST

Mr. Faoro has knowledge and experience in providing GIS analysis and cartography in support of PMC's Housing and Community Development team. Over the past five years, he has assisted with the land inventory data for over 15 Housing Elements for cities and counties throughout California. He has implemented mobile GIS applications for housing condition surveys and trained housing survey staff on GIS and GPS collection techniques. Mr. Faoro is very familiar with California spatial data and has been responsible for data capture/creation, management, and analysis for many projects in the state.

**Project Responsibilities:** Mr. Faoro will provide GIS support. His work will be at the direction of Ms. Sinsheimer.

**BA, Geography with Concentration in GIS**, California State University, Sacramento

**Urban Site Design**, University of California, Davis Extension

## ADDITIONAL STAFF RESOURCES

The above list represents the staff which PMC anticipates will be required; however, it is possible that the need for additional staff may arise. PMC will obtain Town approval prior to assigning additional staff types as necessary to complete the services required under this agreement. Compensation rates for additional staff types will be determined by PMC and will be consistent with the rates listed herein. Assignment of additional staff will not change the budget of this agreement, unless agreed upon by both parties with the execution of an amendment.

The client may not during the term of the project, nor for a period of one year thereafter, solicit for employment, hire, or retain, whether as an employee or independent contractor, any person who is or has been employed by PMC. Should the client desire to hire PMC's employee, equitable compensation for the loss of such employee will be due to PMC by the client.

PMC understands that any work product created for and delivered to the client will become the property of the client. PMC reserves the right to use work we created (including images, concepts, or ideas) solely for the purpose of displaying samples of work to potential clients as an example of PMC's creative capability.

## WORKLOAD COORDINATION

PMC employs multiple communication and software tools to maintain an open and collaborative dialogue with our clients. Our team is not constrained by physical boundaries or office locations; we enjoy working and collaborating in both real and virtual spaces with our team members and our clients. We are sensitive to identifying and using tools that are appropriate for each project and client. We have found that our approach suits our team and our clients well.

"Work products were always completed in a timely fashion and with a level of quality commensurate with the high level of professionalism."

*Rod Butler, City Manager  
City of Patterson*

PMC can sit down with the Town to establish the best ways of communication and project updates, including regular conference calls and e-mail progress reports.

Our project director, Jennifer Gastelum, will be the Town's main point person for contact regarding the project. She will monitor all steps of the process and direct workflow to adhere to the proposed work program, budget, and schedule. She will assign tasks and workload based on experience and availability to meet the project schedule.

Project deliverables are prepared and reviewed by our technical editor and administrative staff for editing, formatting, final review, and production prior to submission to the client. Project manager review focuses on completeness, transparency, accessibility, accuracy, and consistency with the work program.

PMC's Housing Services Group has sufficient availability and expertise to successfully complete the Town of Paradise Housing Element update within the schedule required by the Town and HCD. The table below details each project team member with responsibility for document preparation and public outreach, and their availability through the middle of 2014.

Team Member	Role	Availability
Jennifer Gastelum	Project Director	25%
Amy Sinsheimer	Project Manager	50%
Mike Martin	Senior Planner/Senior Environmental Planner	60%
Angela Spain	Associate Planner	50%



# REFERENCES

PMC<sup>®</sup>

REFERENCES

# REFERENCES

This section provides three Housing Element client references in the Butte County region.

PMC team members have an extraordinary amount of experience with preparing Housing Elements for communities throughout California. We encourage you to contact our recent clients for references.

## CITY OF CHICO

As part of the comprehensive General Plan update for the City of Chico (population 86,187), PMC's Housing team developed the City's 2009 Housing Element. The city is a cultural, economic, and educational center of the northern Sacramento Valley and home to both California State University, Chico, and Bidwell Park, one of the country's 25 largest municipal parks. The project's focus was on select new growth areas, updating existing goals and policies to better reflect the community, revitalizing the downtown, and incorporating smart growth and sustainability principles. PMC worked closely with City staff and General Plan update staff to maximize the public outreach program in place for the General Plan to assist in the development of the Housing Element. HCD certified the Housing Element and commended the City on its Infill Incentive Program to promote higher-density and mixed-use housing development in infill areas and the City's commitment to the development of housing for lower-income households with its Housing Trust Fund and Employer-Assisted Housing Program.

### City Project Manager

Brendan Vieg, Principal Planner

(530) 879-6806

[bvieg@ci.chico.ca.us](mailto:bvieg@ci.chico.ca.us)



### **County Project Manager**

Dan Breedon, Principal Planner

(530) 538-7629

[DBreedon@buttecounty.net](mailto:DBreedon@buttecounty.net)

## **COUNTY OF BUTTE**

PMC is currently working for the County of Butte to update its 5<sup>th</sup> cycle Housing Element. The document will include updated demographic information, analyze constraints to housing development, analyze the land available for residential development, and update goals, policies, programs, and quantified objectives based on changes in state law and evaluation of the previous 4<sup>th</sup> cycle Housing Element. HCD has compiled a data packet that PMC is using to update county demographics information. PMC is also performing the analysis of disadvantaged communities required by Senate Bill (SB) 244 and some tribal coordination (SB 18). A housing condition survey of homes throughout the county will also be conducted. The Housing Element update began in the fall of 2013. HCD certification is anticipated in the spring of 2014.

## **CITY OF BIGGS**

### **City Project Manager**

Mark Sorensen, City Administrator

(530) 868-0100

[mark@biggs-ca.gov](mailto:mark@biggs-ca.gov)

The City of Biggs has hired PMC to update their 5<sup>th</sup> cycle Housing Element. The document will include updated demographic information, analyze constraints to housing development, analyze the land available for residential development, and update goals, policies, programs, and quantified objectives based on changes in state law and evaluation of the previous 4<sup>th</sup> cycle Housing Element. HCD has compiled a data packet that PMC used to update city demographics information. A public workshop will occur in December 2013, followed by circulation of the draft Housing Element for public review and subsequent submittal to HCD for review. The Housing Element update began in fall of 2013. HCD certification is anticipated in the spring of 2014.



# APPENDIX A: RÉSUMÉS



APPENDIX A: RÉSUMÉS

## JENNIFER GASTELUM

### *Project Director*

Ms. Gastelum has over 12 years of experience in urban planning specializing in various housing programs and public outreach for municipalities in Southern California, the Inland Empire, the Sacramento Valley, the Lake Tahoe Basin, the San Francisco Bay Area, Nevada, and Washington. Project management accomplishments include updates to 44 Housing Elements during the 2008 and 2009 update cycles. She is also accomplished in the preparation of HUD consolidated plans, action plans, and analysis of impediments to fair housing choice documents, housing condition surveys, and housing market studies.

Ms. Gastelum is currently managing housing element updates for the cities of Eastvale, Wildomar, Oxnard, and Alameda as well as various state and federal grant programs, including the Neighborhood Stabilization Program (NSP), Community Development Block Grant (CDBG) program, CalHOME, HOME, and other grant activities.

## RELEVANT PROJECT EXPERIENCE

### **5<sup>th</sup> Round Housing Elements**

Currently managing the 5<sup>th</sup> round Housing Element updates for the cities of Ontario, Temecula, Roseville, and Auburn.

### **Relevant Housing Element and General Plan Project Experience**

**2011–2013 Eastvale Housing Element.** Managed the City's first General Plan Housing Element. This was an expedited effort that started in August 2011 with a goal of March 2012 for adoption. The process included working with a General Plan Advisory Committee on the drafting of the element.

**2011–2013 Wildomar Housing Element.** Managed the newly incorporated City's first Housing Element document. Tasks included working with the Southern California Association of Governments and the Western Riverside Council of Governments to agree on an appropriate portion of the County's RHNA to be absorbed by Wildomar.

## EDUCATION

BS, City and Regional Planning,  
College of Architecture and  
Environmental Design, California  
Polytechnic State University, San  
Luis Obispo

AA, American River Junior College,  
Sacramento, CA

## PROFESSIONAL AFFILIATIONS AND AWARDS

American Planning Association  
(APA)

California Chapter of the American  
Planning Association (CCAPA)

Parsons Infrastructure and  
Technology, Inc., Excellence in  
Action Award, September 2003

American Planning Association,  
2000 Student Project Award, City of  
Atascadero Draft General Plan, 2000



**JENNIFER GASTELUM**  
*Project Director*

**2009–2013 Oxnard Housing Element Revisions.** Assisted the City with addressing its HCD comment letter. The City's ability to identify adequate sites to meet their housing needs allocation was the major issue. The effort included staying in close contact with HCD as well as reaching out to many nonprofit developers to gain input and feedback.

**2009–2014 Alameda Housing Element Revisions.** Assisted the City with revisions to the 2009 Housing Element. This process included a presentation to the City's Planning Advisory Board and a preliminary meeting with HCD to discuss the necessary changes.

**2008–2013 Housing Element Preparation.** Managed Housing Element updates, including public outreach and housing element certification, for the cities of Elk Grove and Imperial and the counties of Imperial and Kern.

**2009–2014 Housing Element Preparation.** Managed Housing Element updates, including public outreach and the state certification process, for Solano County and for the cities of Ione, Dixon, Chico, Fairfield, Soledad, Morro Bay, Hughson, Yountville, Monterey, Arcata, Orland, Willows, Vallejo, Los Altos, Clayton, Pleasanton, Crescent City, and Sand City.

**Housing Element Compliance Revisions.** Managed and prepared Housing Element revisions for Modoc County and for the cities of Davis and Fortuna.

**City of Rancho Cordova Housing Element.** Completed the City's first General Plan Housing Element since incorporation in July of 2003 and then completed revisions for 2008–2013 to achieve certification.

**Various Housing Element Updates.** While with Parsons, served as primary task manager on various housing element planning projects for the cities of Dublin, West Covina, West Sacramento, San Pablo, El Cerrito, Los Altos, American Canyon, Saratoga, and Winters and for Mariposa County and Sacramento County, including researching and writing a housing needs assessment, evaluating previous housing element policies/programs, providing recommendations for new policies/programs, public participation, and completing an initial study/negative declaration for each element. Assisted in the preparation of Housing Elements for the cities of Galt, Lincoln, Benicia, Suisun City, Oakland, Morgan Hill, Banning, Hemet, San Dimas, Monrovia, and Sierra Madre, including preparation of housing needs assessment reports, policy/program evaluations, initial studies/negative declarations, and public participation.



## AMY SINSHEIMER, AICP

### *Project Manager*

Ms. Sinsheimer is a senior planner at PMC, responsible for management and preparation of long-range planning documents. She has over 10 years of progressively responsible consulting experience in land use and environmental planning. Her primary responsibilities include management and preparation of policy and regulatory planning documents (Housing Elements and zoning codes) and implementation programs. She has significant experience in public outreach, including for complex projects involving multiple agencies, stakeholders, and team members. Ms. Sinsheimer prepared Housing Elements during the 3<sup>rd</sup> and 4<sup>th</sup> cycles and has worked closely with staff at the California Department of Housing and Community Development to achieve certification for her clients. She prepared nine Housing Elements during the 4<sup>th</sup> cycle. She has also prepared Housing Element program implementation documents for several cities.

### RELEVANT PROJECT EXPERIENCE

#### **5<sup>th</sup> Round Housing Elements**

Currently preparing the 5<sup>th</sup> round Housing Element updates for the cities of Marysville, Temecula, Davis, South Lake Tahoe, and Yreka, the Town of Fairfax, and the County of Yuba.

#### **Relevant Housing Element Experience**

**2007–2014 Benicia Housing Element.** Managed the City's 4<sup>th</sup> Cycle Housing Element. This update process included significant public outreach in a jurisdiction which had completed its previous Housing Element Update in response to litigation. Outreach included a two-day Housing Expo workshop with speakers from local housing providers and HCD.

**2007–2014 Pismo Beach Housing Element.** Primary author of the City's 4<sup>th</sup> cycle Housing Element update. The analysis included evaluating the ability to accommodate the regional housing need allocation for the 3<sup>rd</sup> and 4<sup>th</sup> cycles as the City did not certify a Housing Element in the 3<sup>rd</sup> cycle. The city is located partly in the Coastal Zone and has two zoning codes applying to the coastal and non-coastal parts of town. The Housing Element included Coastal Zone-specific analysis.

### EDUCATION

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

BS, Conservation and Resource Studies, University of California, Berkeley

### MEMBERSHIPS

American Institute of Certified Planners (AICP)

American Planning Association (APA)

### AWARDS

2011 American Planning Association Arizona Chapter – Best Public Participation/Education Program Award for Flagstaff Zoning Ordinance Update

2011 Form-Based Codes Institute – Driehaus Award for excellence in writing and implementation of form-based codes for Livermore Development Code Update

## MICHAEL MARTIN

### *Senior Planner/Senior Environmental Planner*

Mr. Martin's responsibilities include environmental planning, policy document preparation, and contract services within client agencies. He has over eight years of experience in the urban planning field. As a project manager and assistant project manager, Mr. Martin completed environmental impact reports for large-scale residential developments, multi-use developments, commercial developments, and general plan updates. Mr. Martin has completed numerous initial studies/negative declarations, housing condition and income surveys, and housing needs assessments, and has written over 35 Affordable Housing Feasibility studies throughout the United States.

#### EDUCATION & ACCREDITATIONS

BA, Environmental Studies with emphasis on urban planning and design, San Jose State University, San Jose, CA

#### PROFESSIONAL AFFILIATIONS

American Planning Association

## RELEVANT PROJECT EXPERIENCE

### **Tehama County, General Plan Environmental Impact Report, Program Manager.**

The project included a Background Inventory and Analysis document, revised General Plan document including the Housing Element, creation of a full GIS system, oversight of a 28-member General Plan Update Advisory Committee, and accompanying programmatic EIR.

**City of Colusa, Colusa General Plan Update, Planner.** Specific areas of involvement were updating the Noise and Parks, Recreation and Open Space elements.

**City of Carson, Housing Element Update, Project Manager.** Major issues for the project included condominium upkeep, mobile home conversion to market-rate units (the City has rent control for mobile home communities), the lack of available vacant land for housing production, and the city reaching buildout. The update process involved substantial public outreach, which identified a series of issues of concern to the public, and numerous public hearings to review land use alternatives.

**City of Richmond, Housing Element Update, Project Manager.** Major issues included providing affordable housing for low- and very low-income households, the City's NIMBYism toward this type of housing in the city, providing zoning for facilities for the homeless and persons in transition, the lack of available vacant land for housing production, and the city reaching buildout.



## ANGELA SPAIN

### *Associate Planner*

Ms. Spain has eight years of experience as a planner in the public and private sectors. She has a strong understanding of current planning processing and regulations and excellent customer service and communication skills.

## RELEVANT PROJECT EXPERIENCE

\* Denotes work or projects completed prior to joining PMC.

**County of Lassen, Housing Element Update.** Authored the housing needs assessment and housing constraints sections for the County's 2014–2019 Housing Element. Familiar with housing-related data gathering and analysis. Conducted the Housing Condition Survey for the Housing Element update.

**City of Orland, Housing Element Update.** Authored the housing needs assessment and housing constraints sections for the City's 2014–2019 Housing Element. Familiar with housing-related data gathering and analysis.

**City of Chico, Public Works Department.\*** Processed Planning development permits. Responsible for managing the stormwater outreach program, which included media outreach, contract, execution, and consultant management. Streamlined work flow in sewer and storm drain division. Assisted customers on planning, building, and engineering inquiries. Prepared maps and notices for public meetings.

**City of Marysville, Planning Department.\*** Prepared and presented staff reports to the Planning Commission and the Architectural Review Board. Prepared grant applications. Aided in gathering, analyzing, and interpreting planning data. Provided zoning and General Plan information to the public.

**Colusa County Air Pollution Control District.\*** Enforced state and local air pollution control regulations. Prepared air pollution control permits and inspected permit sources. Managed and administered the Carl Moyer grant program. Investigated air pollution–related complaints and noncompliance incidents.

## EDUCATION

BS, Environmental Studies,  
University of California, Santa  
Barbara

## CONTINUING EDUCATION

San Francisco State University,  
Wildlands Program - Kenya



## JONATHAN FAORO

### GIS Analyst

Mr. Faoro has eight years of GIS experience. His experience includes implementation of GIS applications for transportation, public works, municipal planning, and natural resources management projects. Mr. Faoro is knowledgeable of the latest GIS software and technologies including ArcGIS 8.X/9.X/10.X, ArcINFO Workstation, ESRI ArcPad mobile GIS, ArcPad Application Builder, Trimble TerraSync and Trimble Pathfinder Office GPS software, ERDAS Imagine, and several ArcGIS extensions. He is very familiar with California spatial data and has been responsible for the data capture/creation, management, and analysis for many projects in the state.

### RELEVANT PROJECT EXPERIENCE

**City of Madera, General Plan Update and EIR, Senior GIS Analyst.** Managed the GIS support of an update to the General Plan and General Plan EIR. Support involved opportunities and constraints analysis and mapping, as well as data creation/conversion for land use, zoning, and city boundaries.

**Marin City Blight Assessment, Senior GIS Analyst.** Designed and implemented mobile GIS application for blight assessment survey of residential units in the Marin City Redevelopment Area. Trained survey staff on GIS and GPS data collection techniques. Designed, managed, and analyzed spatial data.

**City of Pittsburg, Zoning Map Conversion, Senior GIS Analyst.** Conversion of citywide hard copy zoning district maps into a parcel-based GIS.

**City of Livingston, General Plan Update and EIR, Senior GIS Analyst.** Managed GIS data creation for an update to the General Plan and General Plan EIR. Support involved creation/conversion of data for land use, zoning, and city boundaries along with document map production.

**City of Rancho Cordova, Folsom Boulevard Improvement Planning, GIS Analyst.** Provided GIS analysis/cartography for a commercial improvement plan by assessing current situation with the use of LIDAR data and aerial photography and modeling possible improvement scenarios.

**City of Elk Grove, Roadway Improvement Projects Regulatory Compliance, GIS Analyst.** Provided all GIS analysis/cartography for several road and intersection projects in Elk Grove necessary to prepare Clean Water Act 404 Individual and Nationwide Permits, Section 401 Water Quality Certifications, CDFG 1602 Streambed Alteration Agreements, and ESA Section 7 Biological Assessments over a five-year period.

### EDUCATION

BA, Geography with Concentration in GIS, California State University, Sacramento

### CONTINUING EDUCATION COURSES

Urban Site Design, UC Davis Extension

AutoCAD Level I, CAD Masters

Autodesk Map 3D 2006, CAD Masters