

WORK PLAN

Task 1: Project Kick-Off Meeting

- Project kick-off meeting to refine the scope of services and project schedule, identify data needs, and establish preferred methods of communication.
- Preparation of a data and information request.

Task 2: Project Schedule, Project Management, and Public Outreach Initiation

- Creation and refinement of the project schedule with milestones for the preparation, review, and certification of the Housing Element.
- Regular email progress reports to the City's project manager.
- Coordination between City staff and the consultant team throughout the project.
- Review of and assistance with staff reports prepared by City staff for study sessions and public hearings.
- Outreach to HCD staff to solicit initial input on the Housing Element update, recommendations on how best to comply with recent changes in State Housing Element Law, and any issues specific to the City of Mountain View that could affect the Housing Element Update.
- Collaboration with the City of Mountain View's Communication Officer and other staff to prepare project messaging templates, include creating a style guide that builds off existing City branding resources, outreach templates, and a project website.

Task 3: Existing Conditions and Needs

- Review of relevant background materials, including the City's current Housing Element, General Plan, Housing Element Progress Reports, and other supporting materials to understand Mountain View's housing progress and priorities.
- Evaluation of the effectiveness of the City's prior Housing Element.
- Review of staff reports and other background materials from the City Council's Race, Equity, and Inclusion Subcommittee and Affirmatively Furthering Fair Housing (AFFH) plan regarding current housing policies and programs.
- *Note: the BAE team will identify opportunities to leverage Housing Element support resources from ABAG and the Santa Clara County Planning Collaborative to supplement this task, as appropriate. This will ensure that the BAE team's approach will align with pre-approved HCD strategies as appropriate and could result in efficiencies that would reduce the cost for this task.*

Task 4: Outreach Plan

- Preparation of a public outreach strategy that will: outline project goals and objectives; confirm schedule, format, and resources for all engagement activities; identify social media outlets to engage specific audiences and virtual platforms in addition to traditional mailing and survey tools; identify target demographic and interest groups

and methods of communication and engagement; and confirm coordination, facilitation and communication responsibilities.

Task 5: Public Outreach Implementation

- Goals of the outreach and engagement strategy are to inform the public about the update, receive feedback on key topics, and provide opportunities for residents and stakeholders to engage through communication tools most convenient to them.
- The consultant team has and will prepare “How-To” guides for any virtual platform to ensure participants have adequate online technical capabilities, and/or options to stay involved through phone, text, and voicemail options. The team will also work with the City’s multilingual language translators to ensure all community members have access to information.

Task 5.1: Project Website

- Creation of a dedicated project website that will be linked from the City’s Housing Element Update webpage. The site will serve as the primary portal for the engagement effort and will include:
 - Project objectives and timeline;
 - Project updates and news;
 - Upcoming events and meeting summaries;
 - Resources; and
 - Opportunities to submit ideas and subscribe to project mailing lists.
- The website can integrate social networking tools already in use, accommodate additional applications customized for project-specific functions, and link to online surveys and other interactive tools to gather feedback.

Task 5.2: Stakeholder Meetings

- Preparation for and facilitation of up to ten stakeholder interviews to share information about the Housing Element Update and gather input.
- Stakeholder meetings will be used in part to support outreach efforts to typically underrepresented segments of the community.

Task 5.3: Community Workshop

- Preparation for and facilitation of one Community Workshop to share information about the project, answer questions, and gather feedback to address concerns.
- Incorporation of live polling and other interactive tools to complement virtual meeting platforms.
- Workshop will be advertised digitally on social media platforms and the City’s website and those who signed up to receive Housing Element specific project updates.

Task 5.4: Surveys and/or “Pop-Up” or Intercept Workshops

- Preparation and analysis of an online survey that provides a convenient and interactive method for community members to provide input. Access to the surveys can be

advertised on the City's website and social media platforms and utilizing postcard mailers with a survey link and QR code.

- If/once social distancing restrictions are lifted, preparation for and facilitation of a "pop-up" or intercept workshop. The objectives will be to meet with the community at a time and location that is convenient and safe for them and to facilitate informal conversations to share information and gather input through interactive tools.
- The budget for this task reflects one survey and one pop-up or intercept event. However, the consultant team will work with City staff to determine whether an alternative combination of engagement activities is appropriate and desirable within the allocated budget based on project needs and social distancing protocols.

Task 5.5: Study Sessions with the Environmental Planning Commission and City Council

- Work with City staff to coordinate and lead a series of up to two Study Sessions with the Environmental Planning Commission (EPC) and two Study Sessions with the City Council.
- Preparation of presentation materials for study sessions in coordination with City staff.
- BAE recommends one round of study sessions (i.e., one study session with the EPC and one study session with City Council) while the team is preparing the administrative draft to enable the team to incorporate input from Council and the EPC into the initial draft. A second round of study sessions could be scheduled if desired to discuss any project related issues as necessary.

Task 5.6: Race, Equity, and Inclusion

- Work with staff to assess race, equity, and inclusion issues related to the Housing Element as part of the City's Race, Equity and Inclusion Action Plan.

Task 5.7: Urban Design

- Creation of outreach materials using annotated and/or manipulated photographs to illustrate housing concepts, such as density and residential product types, to help decision makers and the general public evaluate policy options.

Task 5.8: Outreach Summary

- Preparation of outreach findings summary of the community engagement process and input received from the process.

Task 6: Regional Housing Needs Assessment

- *Note: the BAE team will identify opportunities to leverage Housing Element support resources from ABAG and the Santa Clara County Planning Collaborative to supplement this task, as appropriate. This will ensure that the BAE team's approach will align with pre-approved HCD strategies as appropriate and could result in efficiencies that would reduce the cost for this task.*

Task 6.1: RHNA Feedback Summary

- Assessment of the City's progress toward the 2015-2023 RHNA and the new 2023-2031 RHNA for the City.
- Coordination with City staff to develop a current housing sites inventory (based on the prior inventory) and to evaluate housing conditions using state approved criteria.
- Research the City's questions and concerns related to the new 2023-2031 RHNA process and assist with focused questions to HCD on RHNA-related issues to help clarify the update process.

Task 6.2: Identification of actual and potential constraints on housing for all income levels

- Identification of potential and actual governmental and non-governmental (e.g. environmental) constraints to housing production, including constraints on the maintenance, improvement, and development of housing for all income levels, and for people with disabilities. Non-governmental constraints may include the availability of financing, the price of land, and the cost of construction. Governmental constraints may include city zoning and permitting processes.
- Provide recommendations on rezoning if the City has a shortfall of housing sites to accommodate the RHNA.
- Develop programs to mitigate or remove constraints as possible and appropriate.

Task 7: Assessment of Housing Needs

- *Note: the BAE team will identify opportunities to leverage Housing Element support resources from ABAG and the Santa Clara County Planning Collaborative to supplement this task, as appropriate. This will ensure that the BAE team's approach will align with pre-approved HCD strategies as appropriate and could result in efficiencies that would reduce the cost for this task.*
- Preparation of an assessment of housing needs in Mountain View and an inventory of resources and constraints to meet those needs, including those affecting traditionally underrepresented groups and populations with special housing needs.
- Collection and analysis of data needed to prepare an updated housing needs assessment in accordance with HCD's Building Blocks and other relevant guidance. Analysis will evaluate population and household demographics, growth trends, RHNA figures, housing market conditions, housing stock characteristics, overpayment and/or overcrowding, and assisted housing developments anticipated to be at risk for conversion to market rate. Analysis will also evaluate the housing needs of a variety of special needs populations.
- To address the new requirements under AB 686 to Affirmatively Furthering Fair Housing (AFFH), analysis will include a supplemental data component to evaluate potential patterns of segregation and impediments to fair housing choice within the City of Mountain View. This will include identification of Racially and Ethnically Concentrated Areas of Poverty (RCAPs and ECAPS), calculation of indices of isolation and dissimilarity, and information on fair housing complaints and hate crime statistics.

- To the extent possible, this analysis will be conducted using data packages from ABAG and the Santa Clara County Planning Collaborative to conduct this work, rather than collecting and assembling data from individual data sources.

Task 8: Housing Sites Inventory

- *Note: the BAE team will identify opportunities to leverage Housing Element support resources from ABAG and the Santa Clara County Planning Collaborative to supplement this task, as appropriate. This will ensure that the BAE team’s approach will align with pre-approved HCD strategies as appropriate and could result in efficiencies that would reduce the cost for this task.*

Task 8.1: Review and Development of Sites Inventory

- Preparation of an updated sites inventory for inclusion in the Housing Element update that demonstrates how the City can accommodate its RHNA within the new Housing Element planning period. To address the “no net loss” provisions of Government Code Section 65863, the inventory will include sites to accommodate more housing than required by the City’s RHNA.
- Evaluation of the existing housing sites inventory, the adopted General Plan, and relevant specific plans/precise plans to identify existing capacity.
- Analysis of non-vacant sites included in the sites inventory to determine the reasonable development potential within the planning period. This analysis will consider the extent that a non-vacant site’s existing use impedes additional residential development, given the City’s past experience converting existing uses to higher density, market trends and conditions, and regulatory or other incentives/standards that encourage additional housing development on non-vacant sites.
- Identification of the number of units that are feasible on each site and the income category that each site can accommodate based on state approved methodology.
- Determination of which sites are viable RHNA sites to meet housing targets based on new state law requirements; including, but not limited to:
 - Additional analysis for sites smaller than one-half acre, larger than 10 acres;
 - Additional analysis for underutilized sites;
 - Identification of sites included in past housing element cycles that are now required to allow affordable housing by-right;
 - Identification of publicly owned sites; and
 - Whether a site has available or planned and accessible infrastructure.
- Evaluation of the sites inventory through the lens of the Affirmatively Furthering Fair Housing (AFFH) requirements and identification of any potential changes to the sites inventory or programs and policies to accommodate the AFFH requirements. This will include evaluating the extent to which locations of sites for housing development will help to affirmatively further fair housing in compliance with AB 686.
- Submission of the sites inventory in electronic form in accordance with new HCD requirements, along with including the inventory in the Housing Element Update.

- If the inventory does not identify enough appropriately zoned vacant and non-vacant sites to accommodate the RHNA, conduct additional analysis to evaluate changes to City zoning to accommodate additional units including increasing densities, increasing building heights, re-designating/rezoning additional sites or other strategies.

Task 8.2: Sites Inventory Analysis

- Summary of the sites analysis as a section of the Housing Element Update document, including the housing parcel identification analysis, underutilized sites analysis, feasibility of infill and densities analysis, and infrastructure analysis.
- Preparation and submittal of an analysis of the housing opportunities along with the inventory of housing opportunity sites.
- Based on sites inventory analysis, identification of potential new goals, policies, programs, and objectives to address identified housing needs.

Task 9: Preparation of 2023-2031 Housing Element

Task 9.1: Administrative Draft Housing Element

- Preparation of an Administrative Draft Housing Element Update for City staff review, including all tables, maps, and figures from the tasks outlined above as well as narrative and findings to provide:
 - Updated housing, population, demographic, and employment characteristics;
 - An assessment of housing market conditions and needs within the City, including special housing needs;
 - Identification of actual and potential constraints on the maintenance, improvement, and development of housing for all income levels;
 - Analysis of housing opportunities, along with an inventory of sites and the City's capacity to meet regional housing goals;
 - Analysis that the sites inventory affirmatively furthers fair housing, in compliance with Assembly Bill 686; and
 - A Housing Element (2023-31) implementation program, including quantifiable objectives and programs to address housing needs for all income levels and for populations with special housing needs.

Task 9.2: Public Review Draft Housing Element

- Revisions to the Administrative Draft Housing Element based on City comments.
- Submittal of Public Review Draft of the Housing Element to City staff for distribution to the City Council, the Environmental Planning Commission, stakeholder groups, and the general public for review and comment.
- Request that HCD conduct an informal review of the Public Review Draft to identify any potential "red flags" that can be addressed prior to submitting the Revised Draft Housing Element Amendments to HCD for statutory review.

Task 9.3: Revised Public Review Draft Housing Element

- Following the closure of the public review period, compile all comments and revise the draft documents as appropriate based on public comments.
- Preparation of the necessary forms and documents needed for submission to HCD and submittal of the draft to HCD for formal review.
- Response to any questions that HCD staff may have in the course of their review of the Draft Housing Element Update.

Task 9.4: Review HCD Comments and Prepare Revised Housing Element Update

- Upon receipt of HCD comments on the Revised Public Review Draft Housing Element update, confer with City staff to strategize on revisions to address HCD comments.
- Informal consultations with HCD to review potential revisions in response to HCD's comments prior to preparing the Final Housing Element for City Council adoption.
- Preparation a revised Housing Element Update and submittal to City staff.

Task 10: General Plan Amendment

Task 10.1: Identification of Potential General Plan Amendment(s)

- Identification of any necessary general plan amendments and preparation of a consistency analysis of the General Plan to ensure consistency with the updated Housing Element and other General Plan Update elements in compliance with State law.
- Any necessary amendments to the General Plan are assumed to be focused updates (Task 10.2) made in conformance with Government Code Section 65302.(g)(5) and Section 65302(h). General Plan Amendments related to the Housing Element update may also need to be made to the Land Use Element and Safety Element.
- If the Housing Element Update requires parallel updates to the zoning code, design guidelines, and other adopted plans, the consultant team will communicate with the City to determine next steps in drafting those revisions on an additional time and materials basis.

Task 10.2: Focused General Plan Amendment(s)

- If task 10.1 identifies necessary general plan amendments, provide support to City staff with making focused updates to select General Plan elements (up to two elements).

Task 11: Environmental Documents

Task 11.1: CEQA Project Management and Project Initiation

- Participate in a CEQA Kick-off Meeting to discuss and/or confirm the approach to the environmental review process, the components of the proposed Housing Element Update, the scope of work for the environmental review, schedule milestones, and anticipated data needs from the City.
- CEQA team participation in project team meetings and/or conference calls.

Task 11.2: Draft Initial Study/Mitigated Negative Declaration

- Conduct CEQA environmental review in the form of an Initial Study/Mitigated Negative Declaration (IS/MND). The approach to the environmental review assumes that the 2023-2031 RHNA will be accommodated by the growth assumptions included in the 2030 General Plan, the City's subsequent Precise Plans and General Plan Amendments, and the R3 Zoning Update. In this case, existing zoning and General Plan land use map designations would not require changes. As such, the scope of work does not propose to update previous technical analyses or studies that have been prepared (e.g., traffic models, air quality, greenhouse gas emissions, noise assessments, etc.).
- Preparation of an Administrative Draft IS/MND for review by City staff, including a project description, CEQA environmental checklist, and mandatory findings. The project description will include the regional and local setting; housing element history; project objectives; housing element characteristics and components; and other information important to understanding the proposed project.
- In the Initial Study, analysis of whether the proposed housing element update may cause significant effects on the environment that were not examined in the prior EIRs prepared for the 2030 General Plan and subsequent General Plan amendments. The discussion of each environmental topic will be framed by the applicable significance criteria and will include a summary of the impacts found in the previous EIRs. The Initial Study will concisely discuss potential impacts (including cumulative impacts) of the proposed housing element update relative to that criteria's threshold, including a comparison of potential impacts to those found in the previous EIRs. Where any new or updated information pertinent to a topic is available, it will be incorporated into the analysis and discussion. Applicable mitigation measures from the 2030 General Plan EIR, Precise Plan EIRs, R3 Zoning Update EIR, and applicable City Standard Conditions of Approval that reduce environmental impacts will be identified, as appropriate.
- The IS/MND will address all the environmental topics under CEQA to fully inform the public and decision-makers of the comparative impacts and consistency with adopted General Plan policies. The IS/MND will be a focused document that does not unnecessarily re-state information from previous EIRs unless it is directly relevant to anticipated changes resulting from the proposed Housing Element Update.
- Email correspondence for the purpose of contacting the Native American Heritage Commission (NAHC) to request a list of contacts for Native American tribes who may have an interest in the project. Assistance to the City in consulting with Native American tribes to assess potential impacts to tribal cultural resources, including preparing and tracking correspondence to the tribes identified by the NAHC pursuant to both SB 18 and AB 52.
- Preparation of an Administrative Draft IS/MND for review by City staff (electronic version).

- Revisions to the Draft IS/MND and preparation of a Draft IS/MND for public review as well as a Notice of Completion (NOC).
- Delivery of the Draft IS/MND and NOC to the State Clearinghouse. The Draft IS/MND will be circulated for public comment for 30 days, as required under CEQA.
- Notice of Completion (NOC) for delivery to the State Clearinghouse

Task 11.3: Final Initial Study/Mitigated Negative Declaration

- Review and discussion of any CEQA-related comments and preparation of specific responses to comments (e.g., master responses, policy responses, etc.). If warranted, preparation of a Response to Comments memorandum for publication with a Final IS/MND.
- Following the City's review of the Screencheck Draft Response to Comments Memorandum and Final IS/MND, incorporate the City's revisions and prepare a Notice of Decision (NOD).

Task 12: Environmental Planning Commission Meetings and Council Public Hearings

- Coordination with City staff to hold one public hearing with the Environmental Planning Commission to present the Revised Draft Housing Element Update documents, address any residual questions or concerns, and secure the EPC's recommendation that the City Council adopt the Housing Element update.
- Coordination with City staff to hold one public hearing with City Council to present the Revised Draft Housing Element Update documents, address any residual questions or concerns, and recommend adoption of the Housing Element Update.
- Presentation materials for both public hearings to provide a brief overview of the analysis and findings, a summary of the public input received, and a summary of key policy and program changes reflected in the Housing Element update.
- To the extent that the Council directs staff to make modifications to the Housing Element documents prior to adoption, incorporation of the changes into the document.
- Upon adoption by City Council, preparation of a final adopted version with the date of adoption prominently displayed on the front cover and throughout the document to distinguish it as the official document.
- Submittal of the Final Housing Element Update to HCD for review and certification.

COST PROPOSAL

The BAE team will complete the scope of work described above on a fixed-fee basis, in accordance with the budget shown below. The budget shown below will include all consultant costs, including personnel, overhead, and miscellaneous reimbursable expenses.

Miscellaneous expenses such as data purchase are passed through to the client with no markup. BAE reserves the right to re-allocate budget among authorized tasks to best serve project needs; however, in no event shall the total cost exceed the fixed-fee amount, unless the City requests additional work beyond the agreed-upon scope.

Task	Total
1. Project Kick-Off Meeting	\$5,705
2. Project Schedule/Project Management	\$37,760
3. Existing Conditions and Needs	\$6,495 **
4. Outreach Plan	\$4,250
5. Public Outreach	\$76,340
5.1: Project Website	\$7,700
5.2: Focused Stakeolder Interviews (10)	\$9,090
5.3: Community Workshop (1)	\$7,995
5.4: Surveys and/or Pop-Up Events	\$7,650
5.5: Study Sessions with the EPC and CC (4 / 2 EPC & 2 CC)	\$27,340
5.6: Council Subcommittee on Race, Equity, and Inclusion	\$6,335
5.7: Urban Design	\$6,190
5.8: Outreach Summary	\$4,040
6. Regional Housing Needs Assessment	\$9,010 **
7. Assessment of Housing Needs	\$9,850 **
8. Housing Sites Inventory	\$21,350 **
9. Preparation of Draft Housing Element	\$34,045
9.1: Admin Draft	\$10,890
9.2: Public Draft	\$8,665
9.3: Revised Public Draft	\$6,880
9.4: Final Draft	\$7,610
10. General Plan Amendment	\$6,840
11. Environmental Documents	\$41,060
12. EPC & City Council Public Hearings (1 EPC & 1 CC)	\$11,200
Sub-Total, Labor and Overhead	\$263,905
Reimbursable Expenses	\$2,500
PROJECT TOTAL	\$266,405
** Indicates Tasks that might overlap with work to be undertaken by ABAG and/or the Santa Clara County Planning Collaborative. Budget estimates for these items could be reduced from those shown above. The specific dollar amounts for reductions will depend on the specific data, information, and tools provided through these regional support efforts.	

