

Town of San Anselmo, CA

# **HOUSING AND PUBLIC SAFETY ELEMENT UPDATE**

**Proposal**

April, 5 2022

**HOUSEAL LAVIGNE**

PLANNING

DESIGN

DEVELOPMENT



Town of San Anselmo  
Town Manager  
525 San Anselmo Avenue  
San Anselmo, CA 94960

Dear Dave Donery,

**Houseal Lavigne** is pleased to submit our proposal for the Update of the Town of San Anselmo's Housing, Safety, and applicable sections of the Land Use Element. While we understand that there is a separate RFP for the update of the Safety Element, please accept this proposal for a work plan and budget to complete both updates concurrently. Based on experience on other Housing and Safety Element updates a consolidated team for both efforts not only facilitate better coordination between these interrelated efforts but also introduces additional efficiencies and cost savings. The following proposal reflects this approach. Our project team is uniquely qualified to undertake this assignment, bringing experience on how to efficiently prepare this document from similar work for the cities of Claremont, San Fernando, and Riverside. We are very familiar with the California state statutes regarding RHNA cycles and are confident in our ability to manage and deliver this project in a cost-effective manner and with a high degree of quality.

Houseal Lavigne is an award-winning community planning, urban design, and economic development consulting firm with extensive experience in a range of assignments related to the scope of this project. In 2014, Houseal Lavigne was awarded the National Planning Excellence Award for an Emerging Planning and Design Firm from the American Planning Association (APA), explicitly noting our innovation, implementation success, creative and effective outreach, integration of new technologies, industry-leading graphic communication, and our overall influence on the profession of planning in the United States. With our reputation for seamlessly integrating client and public feedback into our work, we can ensure that consensus is gained and nuanced elements like Public Safety are tailored to current community needs.

On this important assignment we are partnering with **CHPlanning**, **Atlas Planning Solutions**, and **Kimley-Horn**. CHPlanning is a full service planning firm specializing in environmental impact. CHPlanning has over 25 years of experience meeting environment assessment requirements across numerous states. CHPlanning's background in NEPA provides them with a strong foundation to deliver the projects CEQA element. In addition, CHPlanning is a certified DBE/MBE/WBE. Atlas Planning Solutions is a small, women-owned, and disabled veteran-owned business specializes in climate adaption services and the integration of Hazard Mitigation Planning and General Plan Safety Elements. Atlas Planning Solutions brings over 15 years of experience delivering Safety Elements to clients in the State of California our team. We are also joined by Dave Barquist of Kimley-Horn who has completed over 50 Housing Element updates and brings expert knowledge in the requirements needed to provide statutory compliant Housing Elements.

We appreciate the opportunity to be considered for this important assignment and look forward to the prospect of working with you and the entire community of San Anselmo. We are available to undertake this critical assignment immediately upon selection. If you have any questions regarding our proposal, please do not hesitate to contact us.

Sincerely,

Robert Kain  
Principal  
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Pasadena, CA 91101  
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**HOUSEAL LAVIGNE**

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SECTION 1

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# EXECUTIVE SUMMARY

# Executive Summary

Our proposal is to update the Housing Element, Safety Element, and applicable sections of the Land Use Element. the Housing, Safety, and Land Use Elements Update for the Town of San Anselmo comprises a 9-month project beginning in May 2022 and concluding in January 2023. We are confident in our ability to meet all technical requirements, remain within our allotted budget, and ensure a timely transmittal of the Housing Element to the California Office of Housing and Community Development.

## Housing Elements Experience

Our firm is well prepared to lead the Town of San Anselmo's Housing Element Update. We will use our experience gained from writing comparable updates for the cities of Claremont, Riverside, and San Fernando. Additionally, we continue to assist the Western Riverside Council of Governments (WRCOG) and San Bernardino County on completing the RHNA allocation, AFFH, and zoning analyses and general addressing GIS needs related to Housing Elements. In addition, the HLA team represented in this proposal is currently assisting the City of Hillsborough with the update of their Housing, Safety, and Land Use Elements.

## Project Leadership: Houseal Lavigne Associates and Kimley-Horn

Principal Oversight for the Housing, Safety, and Land Use Elements will be provided by Robert Kain of Houseal Lavigne Associates, who will use his 20+ years of planning experience in California to ensure the team has everything it needs to deliver a high quality project to the Town. David Barquist of Kimley-Horn will act as the Senior Advisor sub-consultant due to their extensive experience, having completed 50 Housing Elements to date. We are confident that the combined technical expertise and experience working with municipal and regional staff will ensure a smooth project workflow.

## Outreach Methods: Houseal Lavigne

Our engagement process for San Anselmo will draw on decades of award-winning experience through several innovative and interactive outreach tools. Our web-based surveys, questionnaires, and interactive community mapping tools will augment traditional face-to-face engagement to provide the maximum opportunity to reach the greatest possible number of residents and stakeholders. In addition, this process will ensure an equitable approach that helps to build a sense of ownership for the plan.

## Core Data and Analysis: Houseal Lavigne

Much of the quality of the Housing Element update is linked to the quality of data and analysis that goes into understanding local conditions. We will leverage our vast experience in the ESRI suite of GIS and scenario modeling products, enriched with additional data sources like the American Community Survey and the 2020 Census data. HUD's Comprehensive Housing Affordability Strategy (CHAS) will also be a key component in quantifying housing cost burdens and other issues like overcrowding and missing household amenities.

Houseal Lavigne will be responsible for producing the bulk of the report, including analysis related to land, demographics, and economic conditions. The firm will also combine all elements, including outreach efforts and feedback from San Anselmo staff and elected officials, into a visually appealing document that is easy to understand and contains high-quality graphics.

## CEQA Analysis: CH Planning

CHPlanning will ensure San Anselmo's Housing Element is in full compliance with California's stringent CEQA requirements. For 25+ years, founder Charnelle Hicks and her team have developed a core understanding of how urban design, land use, and zoning can be used for environmental harm reduction and mitigation. This experience includes ensuring compliance with NEPA requirements across multiple states, ensuring California's stringent CEQA requirement can be met, and are appropriately integrated with the broader lens of the Housing Element update.

## Hazard Mitigation and Safety: Atlas Planning Solutions

Atlas Planning brings to the project team extensive experience integrating climate adaptation and hazard mitigation elements into wider planning efforts. The California-specific Elements of Hazard Mitigation and General Plan Safety have become a core service provided by the firm for over a decade.

SECTION 2

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# **PROJECT TEAM & QUALIFICATIONS**

# Project Team & Qualifications

The Houseal Lavigne Team is made up of professionals with specialized expertise in all areas of urban planning and design including community outreach and engagement, land use planning, downtown and corridor planning, industrial area planning, economic development, growth and infill strategies, neighborhood and special area planning, market and demographic analysis, economic and fiscal impact analysis, and zoning and development regulations. Our team has the experience necessary to provide the Town of San Anselmo with a responsive, effective, and creative plan.

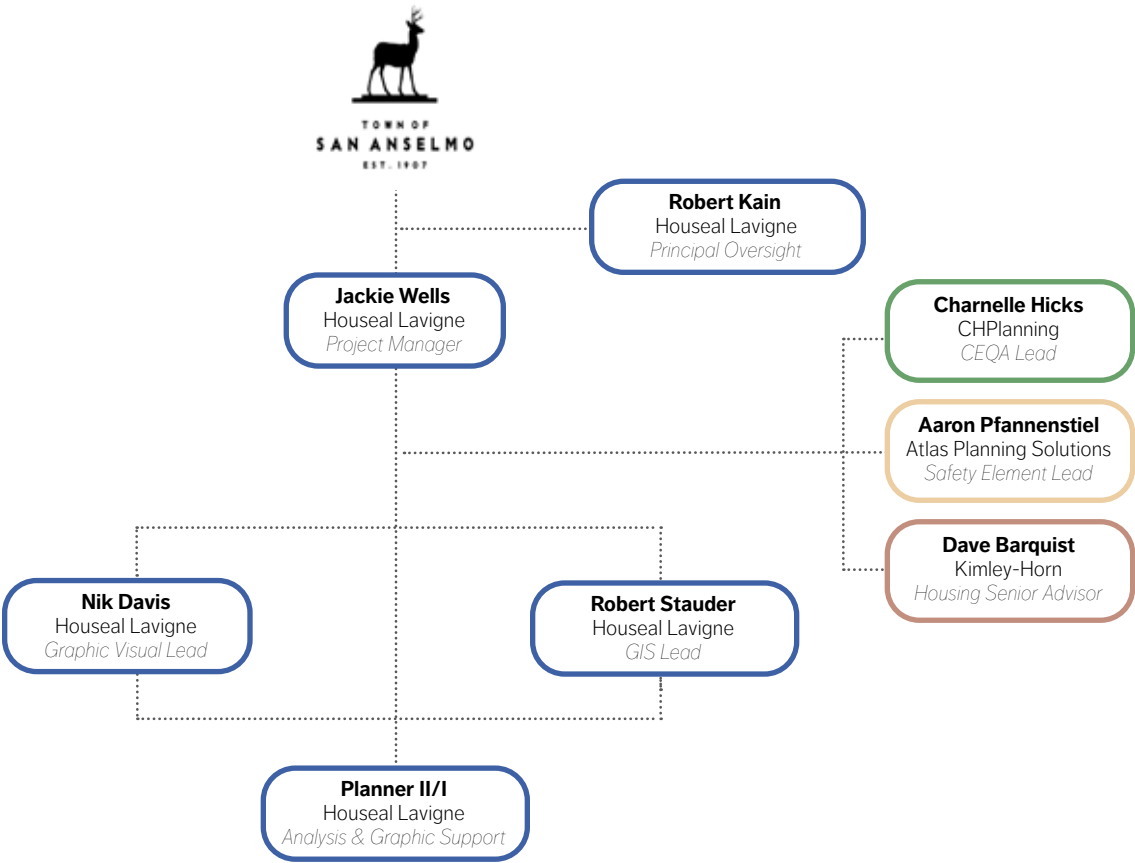
## Spirit of Collaboration

For the San Anselmo Housing Element assignment we are joined by CHPlanning, Atlas Planning Solutions, and Kimley-Horn. We truly value a collaborative approach to planning and want to work with the Town of San Anselmo to craft a refined scope of work that places the correct amount of emphasis on our team's core strengths of urban planning/design, community outreach, and visualization (Houseal Lavigne), environment and infrastructure (CHPlanning), safety and hazard planning (Atlas Planning Solutions), and housing legislation and laws (Kimley-Horn).

## Roles & Responsibilities

The following organizational chart highlights the roles and responsibilities of key staff assigned to the Housing Element project. Resumes including related project experience are included later on in this section.

Please note that all staff assigned to this project have a currently workload that enables them to begin work immediately and meet all scheduled deadlines described in the RFP.



Lead Consultant

# Houseal Lavigne

## Founding Principles

Houseal Lavigne began with a set of founding principles that still guide every project we undertake. By continually honoring these principles, we have reliably and repeatedly served our clients, established trust and strong professional relationships, and produced results that exceed expectations, and developed plans that have served as points of pride for communities. By adhering to our founding principles, we have emerged as one of the most respected, trusted, innovative, and effective firms in the industry. Our founding principles are:

**Better Community Outreach.** We believe strongly in fostering a sense of “community stewardship” by using an inclusive approach to stakeholder engagement as a foundation for all our projects.

**Commitment to Creativity.** We believe vision and creativity are among the most important components of good planning and design, and we pledge to provide fresh, responsive, and intriguing ideas for local consideration.

**Graphic Communication.** We believe all planning processes and documents should utilize a highly illustrative and graphic approach to better communicate planning and development concepts in a user-friendly, easy to understand, and attractive manner.

**Technology Integration.** We believe the integration of emerging technologies should be used to improve the planning process and product - improving public engagement and involvement, fostering evidence-based decision-making, and producing more effective documents and recommendations.

**Client Satisfaction.** We believe meeting the needs of our clients is a top priority and we strive to achieve it by developing and maintaining strong professional relationships, being responsive to clients’ concerns and aspirations, and always aiming to exceed expectations.

## Award-Winning Planning

As a testament to our firm’s overall approach and project methodologies, Houseal Lavigne has frequently been recognized across the country by our peers and honored with awards and special recognition. Houseal Lavigne has received multiple awards for “Best Plan” from several state chapters of the American Planning Association (APA) in categories including comprehensive plan, strategic plan, community outreach, innovation, healthy communities, and best tool or practice. In addition, Houseal Lavigne was awarded the APA’s 2014 National Planning Excellence Award for an Emerging Planning and Design Firm. Upon receiving the award, the APA recognized our innovative planning approach, targeted implementation strategies, creative and effective outreach, integration of emergent technologies, industry-leading graphic communication, and noted our firm’s overall influence on the planning profession across the United States.

In April of 2020, Houseal Lavigne’s work with the Town of Morrisville received two awards for the use of technology as part of the Land Use Plan and Town Center 3D Scenarios Visualization. This includes the American Planning Association – Technology Division’s Smart Cities Award and Esri’s Special Achievement in GIS Award. Both awards recognized the innovative use of tools and software including CityEngine and Unreal Engine to visualize and analyze different land use scenarios for Morrisville’s Town Center.

## Recent Awards

### 2021

CO APA General Planning Award  
Gunnison Comprehensive Plan

### 2020

Smart Cities Award  
American Planning Association  
Technology Division  
Land Use Plan/Town Center  
Morrisville, North Carolina

Special Achievement in GIS Award (Esri)  
Land Use Plan/Town Center  
Morrisville, North Carolina

### 2019

CO APA General Planning Award  
Aurora Places Comprehensive Plan

### 2018

IL APA Healthy Active Community Award  
Healthy Chicago 2.0

Special Achievement in GIS Award (Esri)  
Oshkosh Corporation World Headquarters / Lakeshore  
Redevelopment

VA APA - Commonwealth Plan of the Year Award  
Bristol Comprehensive Plan

### 2017

IL APA - Outreach Award  
Envision Oak Park Comprehensive Plan

### 2016

MN APA - Innovation Award  
St. Cloud Comprehensive Plan

### 2015

MI APA - Daniel Burnham Award (Best Plan)  
Imagine Flint Master Plan

### 2014

American Planning Association  
National Planning Excellence Award  
for an Emerging Planning & Design Firm

MI APA - Planning Excellence Award for Public Outreach -  
Imagine Flint Master Plan

IA APA - Daniel Burnham Award (Best Plan)  
Coralville Community Plan

### 2013

Kane County Plan of the Year Award  
City of St. Charles Comprehensive Plan

### 2012

IL APA - Daniel Burnham Award (Best Plan)  
Village of Downers Grove Comprehensive Plan

ACEC Illinois - Merit Award - Studies & Research  
IL 47 Corridor Plan



# Geodesign

Houseal Lavigne is a recognized leader in the emerging field of Geodesign. Our team approach is built on strong relationships, the exchange of ideas, and a commitment to the integration of technology. Our priorities are to do good, have fun, work hard, and provide responsive, visionary, and viable solutions to our clients and partners. Our comprehensive workflow leverages a number of different tools and software.

## ArcGIS

ArcMap, ArcGIS Pro, and ArcGIS Online power our mapping and detailed geospatial analysis.

## ArcGIS Urban & 3D Basemaps

We can help deploy ArcGIS Urban to deliver an immersive 3D experience that can orchestrate public and private investment, zoning, planning, and development. Don't have a 3D basemap? Not a problem. We can help you with that as well.

## Business Analyst

Utilized by our team to understand an area's demographics and market potential to inform visionary, yet viable, plan recommendations.

## Insights for ArcGIS

A data analytics workbench where we quickly visualize and analyze our GIS data using maps, charts, and tables.

## SketchUp

From simple to detailed and cartoon to photorealistic, SketchUp is the backbone of our 3d illustrations.

## CityEngine

Where we develop and share smart 3d models of cities, downtowns, corridors, and development opportunity sites.

## Unreal Engine

The gaming engine we use to render complex 3d scenes in real-time and view online or using VR hardware.

## GeoPlanner

Allows us to develop, test, and evaluate development alternatives with benchmarks and indicators providing real-time feedback.

## Story Maps

Provides us the platform to create truly interactive and engaging digital plans and reports.

## map.social

Our innovative map-based outreach platform is revolutionizing community engagement.

## Drone2Map

Allows us to create orthomosaics, 3d meshes, and point clouds from drone-captured imagery.



## Partnership with ESRI

Houseal Lavigne is an Esri Business Partner, giving our team access to a variety of cutting-edge technologies and programs. This relationship has allowed our firm to explore how technology can support a data-driven and visually compelling approach to planning. Further, it has given Houseal Lavigne the opportunity to work with Esri in shaping best practices and defining how their services can be better integrated within the planning profession.

## InDesign

Where we bring together maps, photos, and other digital assets and make our beautiful plans.

## Illustrator

Infographics, vignettes, diagrams, and final touches to our maps are done in Illustrator.

## Photoshop

Renderings, photo-real simulations, and post-production modifications to images, 3d models, and other graphics for our final plans.





# Visualization & Immersive 3D Environments

Houseal Lavigne is nationally recognized for our visualizations and immersive 3D environments. We have successfully integrated procedural modeling softwares such as CityEngine, Unreal Engine, and 3D GIS to model alternative growth patterns, development scenarios, and even interactive first person video game style environments that clients can navigate and explore using a standard game controller. These environments have helps communities make tough decisions about density and height regulations and desired development alternatives. Our work with the Town of Morrisville earned us the National APA Smart Cities 2020 Award as well as a Special Achievement in GIS 2020 Award.



Morrisville, NC  
**Land Use Plan & Town Center 3D Scenarios Visualizations**



Village of Richton Park, IL  
**Metra Visualization**



City of Monmouth, IL  
**Downtown Improvements**



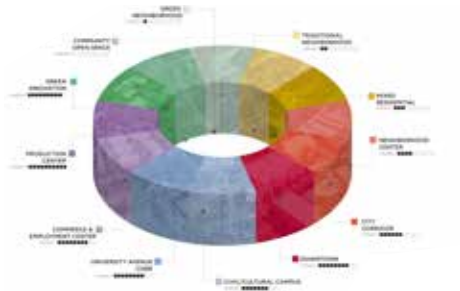
Village of Huntley, IL  
**Downtown Streetscape Plan**



City of Hudson, OH  
**Downtown Phase II**



City of Elmhurst, IL  
**North York Street Corridor Plan**



City of Flint, MI  
**Imagine Flint**



Oshkosh, WI  
**Sawdust District Redevelopment Plan**

Environment &amp; Infrastructure Subconsultant



## Who We Are

In 1998, Charnelle Hicks founded CHPlanning Ltd. to support planning initiatives for communities and infrastructure. Our planners, engineers, and engagement specialist work in all modes of transportation for projects in urban communities, regional suburbs, and rural areas. We are a Black Woman owned business with minority and woman owned business certifications and we are DBE certified in most states where we do business, including the Maryland Department of Transportation.

### Environmental Sustainability and Recovery

The firm engages in community recovery, housing rehabilitation, and redevelopment and we were engaged to assist major cities after Hurricane Katrina and Superstorm Sandy. In each of these efforts the team helped to develop land use and zoning strategies for a more resilient future. CHPlanning project experience includes sustainability plans, climate action resilience plans for state and local environmental regulatory agencies responsible for protecting communities and infrastructure.

### NEPA and State Environmental Quality

CHPlanning is committed to making plans that address a full spectrum of potential opportunities. Better plans lead to better outcomes. Federal and state agencies make significant investments in community facilities, housing, and infrastructure and CHPlanning brings expertise in the specific research, investigation, and analyses for housing and real estate development, for roads and bridges, and for major facilities such as energy plants and aviation facilities. Preventing avoidable adverse impacts on social, economic, and environmental resources is always our goal. The firm understands how urban design, land planning, and zoning can be used for harm reduction and mitigation.

### Environmental Justice

CHPlanning is a mission driven planning firm and Environmental Justice is central to our work. They perform environmental justice analysis under NEPA and state environmental quality regulations in a dozen states and for scores of community development and infrastructure development programs. The same tools and approaches are also applied to projects without regulatory requirements. For the Calvert-St Mary's Long Range Transportation Plan, the firm our planners found opportunities to engage the Amish community and to accommodate buggies in a way that hadn't been done before. Our comprehensive planning work in Delaware County, Pennsylvania address housing and education needs for migrant farmers living and working in world's mushroom capital.

### A Diverse Team

CHPlanning's meets complex challenges by engaging diverse teams for every project. The firm is led by a diverse team with deep expertise in community engagement. Leadership and staff are proficient in 7 languages and bring diverse cultural competencies. We work throughout the US, in rural areas, major cities, and internationally. CHPlanning holds diverse business certifications in several states and cities.

### Linking Land Use and Transportation

The public right of way serves as the conduit for moving people and goods as well as the places where we shop, work, live, and gather. Transportation and land use have a symbiotic relationship and planning for both needs to be linked together balancing the demands for the economy, mobility, environment, and a thriving community.

### Optimizing Social & Economic Benefits

Disadvantaged communities are too often under-represented in the planning process, and for many, reliable transportation is a lifeline. Our team are experts at engaging with diverse communities and developing plans centered around social equity.

### Resiliency and Sustainability

Resilience and sustainability are vital to the health of the transportation system and the communities that rely on it. We help agencies to assess their programs and risks, and to develop plans to ensure future success.

### From Concept through Construction

Our work in multimodal transportation planning covers the full spectrum of program planning, project development, and implementation including comprehensive long-range planning, feasibility studies and concept development, regulatory and National Environmental Protection Act (NEPA) compliance, performance analysis, and urban design plans.



Safety Element Subconsultant

# Atlas Planning Solutions

Atlas Planning Solutions focuses on making the world a better place. Founded in 2018 in Riverside, California, our mission is to leverage our skills and experience in comprehensive planning, climate adaptation, and hazard mitigation, offering clients a wide range of consulting services to help navigate their complex problems and issues. Our focus is on successful client outcomes that result in building agency capacity, creating resilient places to live and work, and communities that thrive in this ever-changing landscape.

As a small, woman-owned, and disabled veteran-owned business (small business and DVBE certifications pending), Atlas Planning Solutions understands that successful outcomes rely on client satisfaction, optimal project management, and a clear understanding of clients' needs. We strive to exceed our client's expectations, which has translated into repeat business and numerous referrals for our services.

Atlas Planning Solutions specializes in climate adaptation services and the integration of Hazard Mitigation Planning and General Plan Safety Elements. Since 2006, the State of California incentivized integrating these two documents, which has become a core service of the firm.



**Legal Name:** Atlas Planning Solutions | S-Corporation, Incorporated in 2018 in the State of California.

**Address:** 6578 Barranca Drive, Riverside, CA 92506

**Phone:** 951-444-9376

**Email:** [aaron@atlasplanning.org](mailto:aaron@atlasplanning.org); [suzanne@atlasplanning.org](mailto:suzanne@atlasplanning.org)

**Firm Principals/ Officers:**

Suzanne Murray – Principal/ CEO

Aaron Pfannenstiel – Principal/ CFO

**Number of Years in Business:** 2.5+ years

**Number of Years Performing Requested Services:** 20+ Years

Housing Senior Advisor Subconsultant

# Kimley-Horn

Kimley-Horn is a national full-service planning and design consulting firm that specializes in development services. Founded in 1967, Kimley-Horn has a staff of more than 4,100 who serve a diverse spectrum of public and private sector clients from more than 90 offices nationwide, including Oakland and San Jose. Project Manager, Dave Barquist, has over 20 years of analysis and housing needs assessments delivering over 50 Housing Element updates following RHNA requirements in the state of California and will be providing advisory support on the Housing Element project.



**Address:** 1300 Clay Street, Suite 325 Oakland, CA 94612

**Phone:** 510-625-0712



## Robert Kain

### Principal

Robert is a Principal at Houseal Lavigne Associates bringing over 20 years of planning experience split between public and private sectors bringing municipal planning experience from his work at the coastal communities of Newport Beach and Dana Point, California and most recently as a contract senior planner for the city of Wildomar CA. Robert also has 15 years in the private sector planning experience specializing in the implementation of geospatial technologies based in the fundamentals of Geodesign to support the informed decision process through analysis, public engagement and consensus building.

Robert specializes in the implementation of geospatial technologies in urban planning and design projects and is a frequent speaker at conferences on the value of geospatial tools and the application of Geodesign in urban planning workflows.

Robert received his Bachelor's degree in Urban and Regional Planning from California Polytechnic University Pomona. Prior to joining Houseal Lavigne Associates, Robert was the Geospatial Services Business Leader at PlaceWorks where he led a team of GIS experts in the development of Geospatial tools and technologies to support urban planning and design projects. Robert lead the Geodesign Initiative at the company and was instrumental in the development of GreenScore a proprietary suite of GIS tools and analysis methodologies for measuring and evaluating the sustainability of the built environment.

Robert is well versed in advanced and current planning practices in both the public and private sectors and has an excellent understanding of the relationship between data and its importance in the informed decision making process.

### Education

Bachelor of Science in Urban  
and Regional Planning  
California Polytechnic University, Pomona, CA

### Presentations

2020 Esri Geodesign Summit, Redlands, CA  
Leveraging Geodesign Tools in the General Plan  
Process

2019 American Planning Association Annual  
Conference, San Francisco, CA  
Build Consensus Using Interactive  
Web-based GIS

2019 American Planning Association Annual  
Conference, San Francisco, CA  
An Introduction to Geodesign

2019 Esri Geodesign Summit, Redlands, CA  
Geodesign for Community Engagement and  
Consensus Using Interactive Web-based GIS  
Tools and Technology

2018 American Planning Association, California  
Chapter Annual Conference,  
San Diego, CA  
Moderator : Collaborate & Build Consensus  
Using Interactive Web-based GIS  
Tools and Technology

2016 American Planning Association Annual  
Conference, Phoenix, AZ  
Geodesign - Comprehensive Planning for  
Sustainable Communities

### Awards

2014 SCAG Sustainability Excellence in Green  
Region | Lynwood Residential Design Guidelines

## Project Experience

### General Plans

- San Bernardino County, CA\*
- Yucca Valley, CA\*
- Highland, CA\*
- Industry, CA\*
- San Clemente, CA\*
- Menlo Park, CA\*
- Corona, CA\*
- Temple City, CA\*
- La Habra, CA\*
- Los Alamitos, CA\*
- Menifee, CA\*
- Yucca Valley, CA\*
- Upland, CA\*
- Yucaipa, CA\*
- Menlo Park, CA
- Palo Alto, CA\*
- Moorpark, CA\*
- San Mateo, CA\*
- Temple City, CA\*

### Housing Elements

- Riverside, CA
- Claremont CA
- San Fernando, CA

### Community Planning and Design

- WRCOG SBCTA Regional  
Climate Adaptation Toolkit\*
- WRCOG Smart Growth  
Corridor Analysis & Mapping |  
Riverside County, CA \*
- Laguna Beach Local Hazards  
Mitigation Plan | Laguna  
Beach, CA\*
- Los Angeles County Vote  
Center Project | Los Angeles  
County, CA\*
- De Anza Park Revitalization  
Plan | San Diego, CA\*
- City of Industry General Plan  
Update | Industry, CA\*
- Pioneer Boulevard  
Enhancement Program |  
Artesia, CA \*
- Pioneer Boulevard Design  
Guidelines | Artesia, CA\*

### Zoning and Design Guidelines

- Lynwood, CA\*
- Artesia, CA\*
- El Monte, CA\*
- Temple City, CA\*

- City of Hesperia General  
Plan Land Use & Zoning Map  
update | Hesperia, CA\*
- City of Yucca Valley – Hillside  
Ordinance | Yucca Valley, CA\*
- City of Riverside Sustainability  
Database | Riverside, CA\*

### Contract Professional Services

- SPG Site Suitability Analysis |  
SPG Group, CA\*
- Professional Planning Services  
– Contract Senior Planner |  
Wildomar, CA\*

### Contract Municipal Geographic Information Systems (GIS) Services

- City of Laguna Beach, CA
- South Orange County  
Wastewater Authority
- Taft, CA
- Dana Point, CA
- Laguna Woods, CA\*
- Commerce, CA\*
- Yorba Linda, CA\*
- Desert Hot Springs, CA\*

\* Work conducted at another firm.



# Nik Davis, AICP

## Principal

ITEM 3 - EXHIBIT A to ATTACHMENT 1

### Education

Bachelor of Science in Landscape  
Architecture, Purdue University

### Memberships

American Planning Association  
American Institute of Certified Planners

### ASLA Positions

ILASLA Allied Professionals Liaison  
ILASLA Legacy Project Co-Chair  
Past ILASLA Public Awareness Chair  
Past ILASLA External  
Communications Officer

### APA-IL Positions

Co-Chair for the Marketing Committee

### Presentations

2015 National APA Planning Conference  
New Tools for Zoning &  
Development Visualization  
2013 National APA Planning Conference  
Putting Zoning on the Map  
APA-CMS January, 2012  
Integrating Sustainability  
Into Development Regulations

### Awards

2020 Special Achievement in GIS Award  
Morrisville Land Use Plan  
2020 APA Smart Cities Award  
Morrisville Land Use Plan  
2019 APA-CO General Planning Award  
Aurora Places Comprehensive Plan  
2018 APA-VA Plan of the Year  
Bristol Virginia Comprehensive Plan  
2018 Special Achievement in GIS Award  
Oshkosh Lakeshore Development  
2016 APA-MN Innovation Award  
St. Cloud Comprehensive Plan  
2014 APA-MI Public Outreach Award Imagine  
Flint Master Plan  
2009 ILASLA Honor Award for  
Environmental Stewardship  
Winnebago County 2030 Land  
Resource Management Plan

Nik brings more than 15 years of professional design and planning experience to Houseal Lavigne Associates and as a Principal manages much of the firm's versatile studio work, as well as hones skill specializations in urban design, landscape architecture, site plan development, streetscape design, and sustainability planning, from the individual lot level up to the regional scale. He provides the connection between the planmaking process and document creation, focusing on concept and site design, graphics, document layout, geographic information and cartographic renderings, and urban-form 3D modeling, using a breadth of software tools and drafting techniques.

Nik has extensive experience in landscape and planting design which includes conducting site visits and creating inventory and analysis maps, developing project bases, drafting general development and preliminary plans, producing hand and computer rendered sketches and plans, and submitting construction documents, specifications, plant list schedules, and cost estimates for review and installation. Nik has a diverse background in urban planning and design with experience in the preparation of research and inventory materials, site analysis maps, framework plans, preparation of conceptual development plans for a full range of residential, commercial, mixed-use, office and industrial park developments, and commercial corridors.

Prior to joining Houseal Lavigne Associates, Nik worked for consulting firms specializing in landscape architecture, streetscape design, urban design, zoning, and development planning. Nik has a Bachelor of Science in Landscape Architecture from Purdue University.

## Project Experience

### Comprehensive Plans

30+ Comprehensive Plans,  
including:

- Aurora, CO
- Bentonville, AR
- Bristol, TN
- Buffalo, NY\*
- Cary, IL
- Centerton, AR
- Council Bluffs, IA
- Elgin, IL
- Flint Master Plan, MI
- Frederick, CO
- Hudson, OH
- Maywood, IL
- St. Charles, IL
- St. Cloud, MN
- Westmont, IL
- Windsor, CO

### Design Guidelines & Standards

25 + Design Guidelines &  
Standards, including:

- Chicago - Archer & Halsted
- Council Bluffs, IA\*
- Fort Dodge, IA\*
- Kenilworth, IL
- Mundelein, IL\*
- Pace TOD Guidelines Manual

### Downtown/TOD Plans

30+ Downtown/TOD Plans,  
including:

- Bentonville, AR
- Carbondale, IL
- Carson City, NV
- Clarendon Hills, IL\*
- Elmhurst, IL
- Fort Dodge, IA
- Geneva, IL
- Hinsdale, IL\*
- Hudson, OH
- Rolling Meadows, IL

### Corridor Planning

40+ Corridors, including:

- Ames, IA
- Bentonville, AR
- Des Plaines, IL\*
- Elmhurst, IL
- Island Lake, IL
- Homer Glen, IL
- Kenilworth, IL
- New Lenox, IL
- Park Ridge, IL\*
- Peoria Heights, IL
- Portage, IN
- Rolling Meadows, IL
- Traverse City, MI

### Streetscape Designs

25+ Streetscape Designs,  
including:

- Bourbonnais, IL\*
- Bradely, IL  
Broadway Street

- Chicago - 87th & Stony, Lake  
Street, Uptown-Broadway  
Avenue, Auburn Gresham-  
79th Street
- Des Plaines, IL\*
- Elmhurst - North York
- Glen Ellyn, IL
- Grayslake, IL\*
- Huntley, IL
- New Buffalo, MI
- Richton Park, IL\*

### Zoning & Development Regulations

30+ Zoning & Development  
Regulations, including:

- Baltimore, MD\*
- Bentonville, AR
- Buffalo, NY\*
- Cleveland Heights, OH\*
- Council Bluffs, IA\*
- Dunwoody, GA
- Flint, MI
- Fort Dodge, IA\*
- Hinsdale, IL\*
- Mundelein, IL\*
- Muskogee, OK
- New Orleans, LA\*
- Park Ridge, IL\*
- Riverside, IL\*
- Wilmette, IL\*
- Winnebago County, IL\*

\* Work conducted at another firm.



# Rob Stauder

## GIS Lead

ITEM 3 - EXHIBIT A to ATTACHMENT 1

Rob is a Geographic Information Systems (GIS) solutions consultant at Houseal Lavigne. He has worked with GIS technology for 25 years and has a deep understanding of the ArcGIS Platform and how to apply it to community, urban, and regional planning. Rob connects planning requirements to cutting-edge GIS capabilities to create data informed and analytically driven plans. He believes that the best way to help clients envision potential futures is to create and analyze plans and outcomes using the most current GIS tools.

### Education

Masters in Community Planning, University of Cincinnati

### Memberships

California Geographic Information Association (CGIA)

### Presentations

2019 Washington State GIS Conference: GIS Tools for Addressing

2019 Inland Empire GIS: Growth Planning and Addressing

2011-2018 Esri User Conferences: GeoPlanner, Suitability Modeling

2018 APA Conference: Scenario Planning with GeoPlanner

2017 Ohio APA Conference: Emerging Software Tools for Planning

2015 California Adaptation Forum: GIS Planning tools for Climate Change Impacts

### Publications

32 Blog Posts on [www.esri.com/arcgis-blog](http://www.esri.com/arcgis-blog) and [community.esri.com](http://community.esri.com),

2014-2018

Understanding Weighted Overlay, ArcUser, Fall 2014

Five Strategies for ArcObjects Developers, ArcUser, Fall 2011

Rob studied community planning at the University of Cincinnati School of Design, Art, Architecture, and Planning (DAAP). In DAAP's dynamic and integrated environment, Rob fused the study of planning with computer science, statistics, economics, imagery analysis, and GIS as he saw these disciplines as foundational to envisioning potential futures. Upon graduation, Rob joined Esri, the world leader in GIS software, and worked there for 22 years as a software engineer and developer then project and product manager. Rob now works at Houseal Lavigne as a GIS Solutions Consultant. He combines software development, solution configuration, and GIS analytics so clients can envision and measure outcomes in potential futures.

## Project Experience

### Planning and Modeling

- Tyndall AFB Master Plan, Jacobs Engineering\*
- Future Right-of-Way Modeling Tools, Jacobs Engineering\*
- School Master Planning Dashboard, Jacobs Engineering\*
- Local Climate Impact Modeler, Jacobs Engineering\*
- GE Environmental Remediation Planning, Makati, Philippines\*
- Climate Risk Health Check App and Dashboard, Jacobs Engineering\*

- Transit Planning Prototype, Esri, CA\*
- Growth Plan Analysis, Middle Holland Environmental Ministry, Netherlands\*
- Farm Energy Production Potential, Biodico, CA\*
- Growth Analysis, Placeworks, Menlo Park CA\*
- Vote Center Location Analysis Tools, Los Angeles County\*
- Data Center Site Selection Prototype, ESRI, Google Netherlands\*
- Solar Installation Suitability Modeling, Glidepath and Horizon GIS, PA\*

- Solar Potential Area Selection, Butte County CA\*
- World Ecophysiological Suitability Modeling Service, Esri, CA\*
- Green Infrastructure Suitability Modeling Service, Esri, CA\*
- Wildfire Disaster Mitigation Modeling Service, CALOES, CA\*
- USFS Forest Inventory Analytical Service, USA\*
- Future Development Analysis, Esri, Placer County CA\*

\* Work conducted at another firm.



# Brandon Nolin, AICP

## Senior Project Manager

ITEM 3 - EXHIBIT A to ATTACHMENT 1

### Education

Bachelor of Science, Anthropology, Michigan State University

Masters of Urban and Environmental Geography, University of Illinois at Chicago

Masters of Urban Planning and Policy, University of Illinois at Chicago

### Certifications

NCI Charrette System™  
Certificate Training - Core Level

NCI Charrette Management and Facilitation™  
Certificate Training - Advanced Level

### Memberships

American Planning Association (APA)

American Institute of Certified Planners (AICP)

Illinois GIS Association

Chairman, APA Chicago Metro Section

Executive Committee Member, APA Illinois Chapter

Co-founder, Young Planners Group, APA Illinois Chapter

Brandon is a Senior Project Manager at Houseal Lavigne Associates with over 13 years of planning, urban design, and market analysis experience. Brandon specializes in comprehensive planning and economic development and is a self-described “numbers guy,” who uses his background in archaeology, statistics, and market research to develop data-driven plans that are both physically achievable and economically viable. Brandon has worked in communities of all shapes and sizes. He has created award-winning plans to reposition disinvested communities like Flint, MI and North Lawndale on Chicago’s west side; leverage key redevelopment opportunities in growing downtowns; revitalize aging commercial corridors in inner ring suburbs; and strengthen small rural towns and emerging suburban communities. Brandon also has extensive knowledge and experience in the use of Geographic Information Systems (GIS). GIS continues to evolve and Brandon strives to embed spatial analysis into all aspects of place-based recommendations like identifying areas underserved by infrastructure in Flint, MI or calculating the impacts of infill and redevelopment strategies in Jackson, TN.

Brandon has worked for Houseal Lavigne Associates for more than 10 years and also gained valuable experience in his work at the Chicago Metropolitan Agency for Planning (CMAP), a regional planning agency. While at CMAP he directed several projects within the organization’s innovative local-planning and technical assistance program and helped tie on-the-ground development and local initiatives to regional policies. Brandon was also a member of a Chicago-based real estate research firm specializing in market and financial analysis in both the public- and private-sectors.

## Project Experience

### Comprehensive Plans

- Battle Creek, MI
- Benton Harbor, MI
- Brownsburg, IN
- Cary, IL
- Crothersville, IN
- Culver, IN
- Des Plaines, IL
- Downers Grove, IL
- El Paso County, CO
- Elgin, IL
- Fairview Heights, IL
- Flint, MI
- Freeport, IL
- Geneva, IL
- Glen Ellyn, IL
- Greater Bridgeport Regional Commission (GBRC), CT
- Highwood, IL
- Jackson, TN
- Marion, IA
- McHenry County, IL
- McKinley Park, Chicago\*
- Mundelein, IL
- North Lawndale, Chicago\*
- Northfield, IL
- Oak Creek, WI
- Palos Park, IL
- Pingree Grove, IL
- St. Charles, IL
- St. Cloud, MN
- Summerville, SC
- Tipton, IN
- Tipton County, IN
- Westmont, IL
- Wyoming, MI

### Downtown Planning

- Cary, IL
- Highwood, IL
- Huntley, IL
- Lombard, IL
- Murray, KY
- St. Cloud, MN
- Wilmington, IL\*

### Special Area Planning (TOD, Neighborhoods, Special District)

- Clarendon Hills, IL
- Jefferson-Chalmers, Detroit, MI
- Flint, MI
- Geneva, IL
- Lombard, IL
- Marengo, IL
- Milwaukee, WI
- Murray, KY
- Skokie, IL
- South Chicago Heights, IL
- Sterling, IL
- Winfield, IL

### Zoning & Regulatory

- Benton Harbor, MI
- Fairview Heights, IL
- Flint, MI
- Harwood Heights, IL
- Marion, IA
- Murray, KY
- Muskogee, OK
- River Forest, IL

### Corridor Planning

- Cary, IL - US 14
- Freeport, IL - West Galena Avenue
- Kane and McHenry Counties - Illinois Route 47
- Lockport, IL - I-355 Corridor Master Plan
- Milwaukee, WI - 27th Street
- River Forest, IL - Village-wide Corridors Plan
- St. Cloud, MN - Division Street
- Sugar Run Creek, Will County, IL - IL Route 53\*

### Market Analysis & Economic Development

- Bartlett, IL
- Brownsburg, IN
- Channahon, IL
- Chicago, IL\*
- Clarendon Hills, IL
- IL Housing Dev. Auth. (IHDA)\*
- Lake Barrington, IL
- Lincolnwood, IL
- Lombard, IL
- Milwaukee, WI
- Omaha, NE
- Palos Park, IL
- River Forest, IL

\* Work conducted at another firm.





# Jackie Wells, AICP

## Project Manager

ITEM 3 - EXHIBIT A to ATTACHMENT 1

Jackie is a Project Manager at Houseal Lavigne, where she is primarily focused on working with communities to implement plans through authoring zoning, sign, and subdivision ordinances that align with plan goals, are user-friendly, and legally defensible. In addition to zoning, Jackie has been involved in projects ranging from strategic and comprehensive plans to downtown and corridor studies.

Jackie received her Bachelor's degree in architectural studies and Master's degree in Urban Planning from the University of Kansas. While in school her passion for community engagement was ignited, leading to her award of a research grant to further study the geospatial impacts of public engagement preferences.

Prior to joining Houseal Lavigne, Jackie was the Housing and Development Planning Specialist for a community of approximately 45,000. There she developed, implemented, and monitored the City's five-year Consolidated Plan and Annual Plans; applied for, received, and administered local, state and federal grant funding; acted as a liaison between the City and local community groups; spearheaded the City's targeted efforts in two historically disadvantaged neighborhoods; and planned and facilitated community engagement campaigns and events. Through these responsibilities, she gained valuable experience in program and policy development, engaging community groups, and supporting the establishment of new neighborhood associations. Jackie uses her experience in local government to develop data-driven solutions that manage the needs of elected and appointed officials, department heads, non-profit partners, and residents of the community.

### Education

Master of Urban Planning,  
University of Kansas

Bachelor of Arts in Architecture,  
University of Kansas

### Memberships

American Planning Association, IL

American Planning Association, National

Rotary International

### Presentations

APA Quad State Conference: Economic  
Argument for Flexible Parking Requirements

## Project Experience

### Comprehensive and Master Planning

- Bensenville, IL - Parks & Recreation Master Plan
- Canon City, CO - Comprehensive Plan
- Elk River, MN - Comprehensive Plan
- Jenks, OK - Comprehensive Plan
- Oak Creek, WI - Comprehensive Plan
- Northfield, IL - Comprehensive Plan
- Fairfield, CT - Strategic Plan
- Northfield, IL - Comprehensive Plan
- Greenwich, CT - Comprehensive Plan
- Sioux City, IA - Comprehensive Plan
- Eden Prairie, MN - Comprehensive Plan
- Marion, IA - Comprehensive Plan Update

### Corridor, Downtown & Small Area Planning

- Hasting, MN - Vermilion Street Corridor Plan
- Lawrence, KS - Downtown Master Plan
- Plainfield/Joliet, IL - Boulevard Place PUD Design Guidelines
- Springfield, MO - Grant Avenue Parkway Corridor Plan

### Land Development Regulations

- Ardmore, OK - UDC
- Bloomington, IL - Zoning Ordinance
- Bloomington, IL - R-3B Zoning District Analysis
- Bloomington, IL - Sign Ordinance
- Canon City, CO - UDO
- Carol Stream, IL - UDO
- Cary, IL - UDO
- Hainesville, IL - Zoning Ordinance Update and Retainer Services
- Jackson, TN - UDO
- Jenks, OK - UDO
- Knightdale, NC - UDO
- Marion, IA - Zoning Code Update
- Oak Creek, WI - Zoning and Sign Ordinance
- River Forest, IL - Sign Ordinance
- Roscoe, IL - Zoning / Regulatory Controls
- Springfield, MO - Corridor Overlay District
- Sunset Hills, MO - Zoning / Regulatory Controls
- Verona, WI - Zoning and Sign Ordinance
- Yorkville, IL - UDO

# Charnelle Hicks, AICP

## President & CEO

ITEM 3 - EXHIBIT A to ATTACHMENT 1



### Education:

University of North Carolina at Chapel Hill  
Master of City & Regional Planning, 1990  
Concentration in Land Use &  
Environmental Planning

Swarthmore College, BA  
Sociology and Anthropology  
Honors Course: Natural Sciences and  
Engineering

### Leadership & Service:

American Planning Association, Equitable  
Zoning Policy Guide, Co-Author  
(anticipated publication 2022)

American Planning Association,  
Transportation Division, Vice Chair

American Planning Association, Planning in  
the Black Community, Treasurer

Partnership for the Delaware Estuary (part  
of the USE EPA National Estuary Program)

Methodist Home for Children (housing for  
vulnerable populations), Director

American Association of Airport  
Executives (AAAE), Compatible Land Use  
and Zoning Instructor

American Planning Association, PA  
Chapter, Chair

American Planning Association, DE  
Planning Equity Consultant

Pennsylvania Municipalities Planning  
Education Institute (PMPEI) Certified  
Instructor (Planning & Zoning)

Founding Member, USVI Planning  
Association, St. Thomas, USVI

Ms. Hicks has worked in Land Use and Environmental Planning for over three decades. Her experience focuses on land use and environmental impacts on housing and infrastructure. She is an expert in NEPA Compliance and she leads a team of knowledgeable and talented professionals at CHPlanning. More recently, she acquired a second consulting company, Nspiregreen to extend the firm's capabilities to better support equitable development in Black and Latino communities. Relevant project experience includes:

**Environmental Review Officer for HUD/CDBG Programs, City of Dallas, TX.** Ms. Hicks brings extensive experience working under the Environmental Review Guide for CDBG Programs (the Green Book). Her work includes performing environmental assessments, developing assessment strategies, carrying out environmental research, conducting desktop air quality and noise models, coordinating State Historic Preservation Office (SHPO) and assessing Section 4f impacts for parks and historic/archeological resources. Prior to founding CHPlanning, Ms. Hicks served as the Chief Environmental Officer for the City of Dallas Texas where she was the sole signer and certifying officer responsible for all HUD related environmental reviews. As part of that role, she prepared hundreds of categorical exclusion (CE) and Environmental Assessment (EA) checklists (including desktop environmental analyses GIS modeling. She developed a City-Wide GIS based Compliance tool to quickly gather information and analyze potential impacts on air quality, highway and noise, floodplains wetlands, and other common resources. Much of this work involved housing improvements and new housing development in response to tragic and historic flooding on the Trinity River impacting the City's oldest African-American settlement. Environmental reviews and analyses were performed for housing, recreation facilities, and ROW infrastructure. Hundreds of residents left homeless by the flood were relocated to new homes or had their homes rehabilitated with HUD funds released only after appropriate environmental reviews were completed. Ms Hicks shared her experience and the tools she developed throughout the State and with HUD's Regional office and the Central Office in the District of Columbia.

**Senior Environmental Review Specialist, Resolution Trust Corporation, US.** Ms. Hicks was one of 5 Environmental Review Specialist, nationwide responsible for environmental review documents (Phase I checklists, Phase II testing, and Phase III remediation) for thousands of residential properties in loan default as part of the US Savings and Loan Crisis. All reviews were performed using HUD Chapter 9 Environmental Review and Requirements. She was responsible for environmental review and sign-off after loan default and prior to the transfer of title/ownership to the US Government, and the ultimate sale to private owners at auction. The purpose of the reviews was to maintain compliance with NEPA regulations and to prevent the US government from environmental liability through chain of title/ownership. Her work included desktop environmental research, review, and analysis for natural resources, historic preservation, noise, and flammable hazards. She ordered testing and hazards abatement for hazards for common household contaminants such as lead based paint, asbestos, radon, and fuel tanks. She coordinated closely with real estate appraisers, banks/receiverships, and agencies responsible for packaging, marketing, and sales to provide timely and accurate assessments, and remediation.

**Environmental Screening/Checklist/Reviews, Assessments, and Impact Assessments under NEPA, state regulations including EO 215 (NJ), SEQRA (NY), CEPA (CT), MEPA (MA), MEPA (MD), CEQR (NYC), SEORA (North Carolina).** Over the course of her career, Ms. Hicks has performed reviews under the national environmental policy act including categorical exclusions and assessments for residential and non-residential projects and programs. Her undergraduate thesis investigated how NEPA and similar laws (including CEQA, specifically) could extend the carrying capacity of the human built and social environment. Her professional work includes preparing NEPA Environmental Impact Statement (EIS) analyses for land use, socio-economics, secondary and cumulative, and environmental justice in Louisiana, Texas, and Pennsylvania. She has performed NEPA-type reviews and analyses in most of the states that have such requirements. Examples of these analysis include CEPA environmental review and analysis for dormitory space at the University of Connecticut, Storrs; CEQR environmental review and analysis for storage of contaminated dredged materials in New York City, and SEQRA environmental review and analysis for improvements for the Shearon Harris Nuclear Plant in rural North Carolina. Her experience in federal and state reviews for residential and commercial projects relates directly to the California Environmental Quality Act (CEQA).

**Agricultural Lands Condemnation Approval Board (ALCAB) Analyst.** Prior to acquiring and operating a privately-held beef cattle operation, Ms. Hicks performed numerous analyses on prime soils and agricultural lands. She has performed research and analysis as well as interviewing farmers on crop conditions and history as part of Pennsylvania's many agricultural protection laws. Her work experience includes planning analyses in and around Amish agricultural operations and some of the most productive mushroom growers in the world. In addition to the natural resource reviews, Ms. Hicks is adept at environmental justice analysis, land use, and cultural/historical resources around agriculture. She has presented testimony before the ALCAB, a board of farmers and advocates charged with the preservation of agriculture in the Keystone State.

US Virgin Islands (USVI), Lead Land Use & Environmental Planner for the Inaugural Land & Water Use Plan. Ms. Hicks went to the USVI after Hurricane Hugo to lead the comprehensive planning effort in collaboration with a blended team of USVI territory-based planners and United States based consultants with expertise in housing, historic preservation, and economic development. She led land use planning, demographics, and transportation elements of the comprehensive plan. As part of her work, she developed land use regulations for ancillary residential units to foster greater economic opportunities for USVI residents. She was also instrumental in documenting cultural history and recognizing the contribution of indigenous people (Carib and others), enslaved people as well as European privateers and settlers. She drafted zoning to allow auxiliary residential to facilitate wealth building among local families and regulations to allow for the transfer of real estate and clean title among family members in instances where documents were recorded improperly, lost, or destroyed. As part of her work, Ms. Hicks was instrumental in developing the geographic information system (GIS) for the Territory and she consulted as a volunteer to Puerto Rico, the British Virgin Islands (BVI), and other communities nearby. Much of the work was funded through HUD CDBG funds and therefore required environmental review under Green Book Guidelines.

# Allysha Lorber, PLA, AICP

ITEM 3 - EXHIBIT A to ATTACHMENT 1

## Director of Community Planning



### Education:

MPS Candidate, Geodesign, Pennsylvania  
State University (Expected 2022)

BLA, Landscape Architecture,  
Pennsylvania State University (1997)

### Certifications:

Member of the American Institute of  
Certified Planners

Registered Professional Landscape  
Architect Licensed in Maryland, Virginia,  
and Pennsylvania

Member of the American Society of  
Landscape Architects

Ms. Lorber is a Senior Community Planner and Landscape Architect. She specializes in environmental stewardship, community development, and environmental justice. She also has expertise in urban planning, design of livable communities, NEPA documentation, and developing sustainable transportation infrastructure with green street technologies. She is proficient in all areas of transportation planning and design including NEPA scoping, feasibility studies, concept development, alternatives analysis, environmental assessment, regulatory compliance, public engagement, and preliminary and final design. Ms. Lorber is also experienced in grant writing, program management, and stakeholder engagement. She creates innovative and cost-effective project solutions that in turn help to gain support with project owners, the public, regulatory agencies, and other stakeholders. Specific project experience includes:

**Rental Housing Assessment, City of Newark, Newark, DE** - Ms. Lorber is assisting the City of Newark Planning Department to facilitate and provide technical support to a diverse workgroup comprised of publicly appointed stakeholders. The effort includes an assessment of housing policies and drafting recommendations for the City to implement new policies in support of housing equity, affordability, and diversity. Zoning recommendations include incorporating new inclusionary zoning requirements, allowing accessory dwelling units, modifying definitions and allowable uses, and increasing housing density in targeted areas. Code enforcement recommendations include code clarifications, providing more transparency for public access to information about permits and citations, and streamlining code enforcement policies. Additional recommendations include partnerships with the University of Delaware to engage students and the community, and establishing a new city program to support conversion of rental units to owner-occupied units.

**Housing Opportunities Master Plan, Howard County, MD** - Allysha led the stakeholder engagement and public outreach effort for this plan in partnership with the prime consultant, RCLCO. She served as the lead facilitator for an appointed Task Force of diverse stakeholders representing different housing interests, and led the public engagement effort with a regularly updated website, two online surveys, and multiple online public meetings during the COVID-19 pandemic. She also helped to coordinate targeted outreach efforts with environmental justice communities. The project had early and continuous opportunities for the public to learn about the project and share input and this proactive engagement strategy helped to build consensus on a comprehensive set of recommendations for housing policy reforms.

**Urban Design Services, City of Salisbury, MD** - Contract manager and task leading multiple Urban Design and Planning task orders for the City of Salisbury. Tasks have included the Salisbury Boulevard (US13) Corridor Master Plan, the Urban Greenway Master Plan, Northwest Bikeways Grant Writing (Phase 1) and Implementation Design Plans (Phase 2), and the City Zoning Ordinance Rewrite including the development of new form-based codes.

**Greater Hill District Master Plan, City of Pittsburgh, PA**. Project manager overseeing the inventory, analysis, and mobility improvement recommendations focused on walking, transit, access, and integrating bike and scooter modes. The project involves significant public engagement with an online forum through EngagePGH website as well as Pop Up public meetings throughout the neighborhood. Ms. Lorber also led the development of the City's RAISE grant application seeking over \$14m in federal assistance for transportation and environmental enhancements in the community.

**South Baltimore Gateway Master Plan, Baltimore, MD** - Project Manager responsible for preparing 20-year vision, goals, and recommendations focused on community investments associated with the revenues from the Baltimore Horseshoe Casino. Revenues were anticipated to be up to \$20M annually to be invested within the surrounding communities on various projects related to improved infrastructure, education, workforce development, environment, art, and public safety

**12th Street Corridor Transportation Study, WILMAPCO, Wilmington, DE** - Project Manager for this planning study promoting economic growth with concept urban design plans and expanded transportation access for waterfront brownfield redevelopment sites within a blighted community. The project incorporates multi-modal, complete street principles and integrates new stormwater management and green infrastructure best practices to improve water quality and help reduce incidents of a combine-sewer overflow. The project followed the FHWA PEL process and cost estimating, environmental analysis, and public engagement in support of NEPA documentation.

**Nice Bridge GEC Services, Maryland Transportation Authority, Charles County, MD and King George County, VA** - Task leader in charge of the Navigation Analysis, USCG Bridge Permit Application, the NEPA reevaluation process, and development of a Design/Build Request for Proposals. Ms. Lorber was the lead author and editor for the NEPA reevaluation, and led the Section 4(f) approval process with efforts to minimize parkland impacts and coordination with stakeholder agencies to establish a Memorandum of Agreement for impact permitting and parkland replacement for impact mitigation. The navigation analysis documented existing marine traffic and projected future marine traffic to determine adequate clearance needed for vessel passage beneath the bridge. The analysis included video documentation and outreach to mariners and portside facilities to determine navigation patterns and the needs for draught, height, and width of the passing.

# Atlas Planning Solutions



The Atlas Planning Solutions team is comprised of key principals with diverse skill sets and experience. We operate under a working principal model, whereby principal owners of the firm are actively involved and engaged with day-to-day client management, deliverable preparation, and project oversight based on client needs. Principle owners of the firm include:

**Suzanne Murray** is an active Army Reservist and majority owner of Atlas Planning Solutions. Her primary duties include client management, document preparation, technical editing, and word processing for all document deliverables. She brings over 15 years of experience in the field, emphasizing document and report preparation for the federal government, including standard operating procedures, information reports, white papers, and presentations. With a background in English, and expertise in all formatting styles, namely APA, MLA and Chicago, Suzanne is adept at researching, analyzing, and compiling data, and presenting it clearly and concisely. Her keen attention to detail and ability to multitask makes her skilled in working with many different audiences at a range of reading levels. She holds an active DOD TS clearance with SCI eligibility.

**Aaron Pfannenstiel** is a minority owner of Atlas Planning Solutions. His primary duties include project management, client management, and document preparation. With over 18 years of experience, Mr. Pfannenstiel focuses on community planning, emergency management, hazard mitigation, and community resiliency. With a background in geology, environmental studies, and urban planning, he helps clients understand hazards, assess vulnerabilities, and develop policies, programs, and mitigation strategies that make communities safer. Aaron incorporates hazard mitigation into comprehensive planning projects to increase resiliency in communities. He is a subject matter expert in the law governing General Plan Safety Elements and has prepared Safety Elements throughout the State of California. He has assisted several communities under the Community Planning Assistance for Wildfire (CPAW) program, which provides planning assistance to local agencies dealing with wildfire hazards and issues.

**Crystal Stueve** is a proud Army veteran, bringing over 15 years of experience in the field, emphasizing document and report preparation for the federal government, to include standard operating procedures, information reports, research and analytical products, and briefings. Crystal has served at the Emergency Operations Center at Fort Bragg, NC, as well as the Emergency Operations Center at the San Bernardino Police Department. During her military career, Crystal was assigned as a member of the very first team in U.S Army history to become certified in Domestic Mass Casualty Decontamination. The Domestic Mass Casualty Decontamination team concept was created immediately after 9/11 in response to the growing threat of a domestic WMD attack. Having worked at the federal, state, and local levels of government, Crystal understands the unique problem set faced by various agencies and municipalities. Her background in National Security and Communications has made her highly proficient at researching, compiling, and analyzing data, and presenting it clearly and concisely to policymakers and stakeholders. She holds an active DOD TS clearance with SCI eligibility.

**Robert Jackson** has worked for Atlas Planning as an assistant planner and has been an integral part in a multitude of projects since joining the team. He has experience in Local Hazard Mitigation Plan document preparation and updates. General Plan Safety Element update research, document review, and composition. Prior to working for Atlas Planning Solutions, Robert worked for New York Life Insurance Company as a Life Insurance Agent for 5 years. As an insurance agent his duties included document preparation, research, family protection plans, and personal wealth mitigation. He specialized in the creation of custom life insurance and financial solutions for clients, best suited to their individual needs. Much like the different cities and jurisdictions within the planning world require unique solutions to their hazard mitigation strategies and plans.

SECTION 3

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# BILLING RATE SHEET



# Billing Rate Sheet

Billing rates by staff are provide below. Please note that Houseal Lavigne has also provided a detailed Project Approach and Proposed Cost as part of Section 7: Additional Information in this submittal.

| Staff                             | Hourly Rate |
|-----------------------------------|-------------|
| <b>Houseal Lavigne/CHPlanning</b> |             |
| Principal/President               | \$ 230-250  |
| Senior Project Manager            | \$ 180      |
| Project Manager                   | \$ 145      |
| Planner II                        | \$ 130      |
| Planner I                         | \$ 105-110  |
| <b>Atlas Planning Solutions</b>   |             |
| Aaron Pfannenstiel                | \$ 185      |
| Suzanne Murray                    | \$ 135      |
| Crystal Atueve                    | \$ 125      |
| Robert Jackson                    | \$ 100      |
| Technical Editor                  | \$ 85       |
| <b>Kimley-Horn</b>                |             |
| Dave Barquist                     | \$ 310      |



SECTION 4

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# REFERENCES

# Project Experience

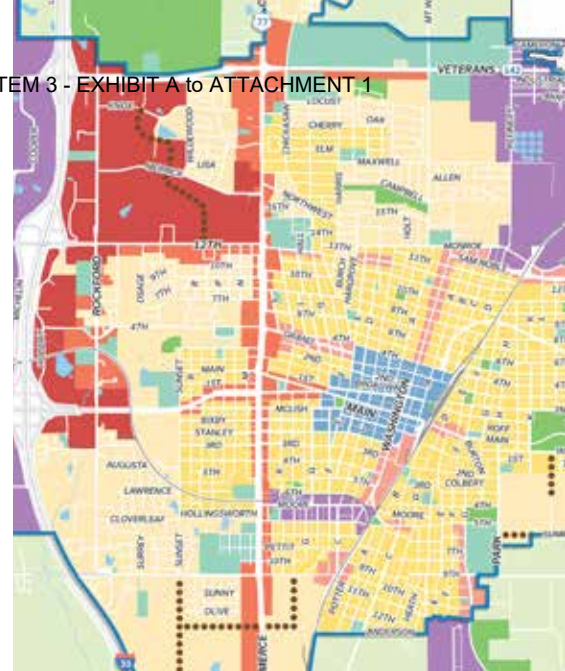
**Houseal Lavigne** has established itself as one of the top planning firms in the United States. The firm strengthens communities through creative, dynamic, and viable approaches to planning, design, and development. By creating a clear and practical unifying vision, developing achievable and implementable plans and concepts, fostering innovative community involvement programs that reach a broad cross-section of stakeholders, crafting sustainable growth and resilient economic development strategies; our team provides the expertise necessary to improve the relationship between people and their environment.

We have worked on over 450 projects across more than 400 communities nationwide. In that time, we have directed more than 140 comprehensive plans and more than 50 downtown/TOD plans, 100 corridor plans, 55 special area plans, 35 zoning ordinances, design guidelines and related assignments. Our national experience includes planning, design, economic, and zoning assignments in Alabama, Arkansas, California, Colorado, Connecticut, Georgia, Illinois, Indiana, Iowa, Kansas, Kentucky, Massachusetts, Michigan, Minnesota, Missouri, Nebraska, Nevada, North Carolina, Ohio, Oklahoma, Pennsylvania, South Carolina, Tennessee, Virginia, and Wisconsin.

## References

At Houseal Lavigne, we are proud of our work and long term-relationships we maintain with clients. Below is a list of client communities we have delivered similar projects to the Town of San Anselmo Housing Element assignment. Please note project descriptions of the services provided for these clients are included on the following pages in this section.

| Services                                       | Client   | Contact  |
|--|--|--|
| City of Riverside<br>Housing Update            | Riverside, CA                                  | Matthew Taylor<br>Senior Planner, Community and Economic<br>Development Department<br>(951)826-5944<br>mtaylor@riversideca.gov |
| Comprehensive Plan &<br>Downtown Phase II Plan | Aurora, CO                                     | Troy Galloway<br>Community and Economic Development Director<br>(479) 271-3122<br>tgalloway@bentonvillear.com                  |
| Comprehensive Plan                             | Bentonville, AK                                | Shelli Kerr<br>Comprehensive Planning Manager<br>(479) 271-3122<br>skerr@bentonvillear.com                                     |
| Comprehensive Plan                             | Gunnison, CO                                   | Anton Sinkewich<br>Community Development Director<br>(970) 641-8152<br>asinkewich@gunnisonco.gov                               |
| Housing Element GIS<br>Services                | Western Riverside<br>Council of<br>Governments | Christopher Tzeng<br>Program Manager<br>Western Riverside Council of Governments<br>(951) 405-6711<br>ctzeng@wrcog.us          |
| Civic Master Plan                              | Jackson, TN                                    | Stan Pilant<br>Planning Director<br>(731) 425-8282<br>spilant@cityofjackson.net  |





## Riverside: Using ArcGIS Urban to Plan for Housing and RHNA

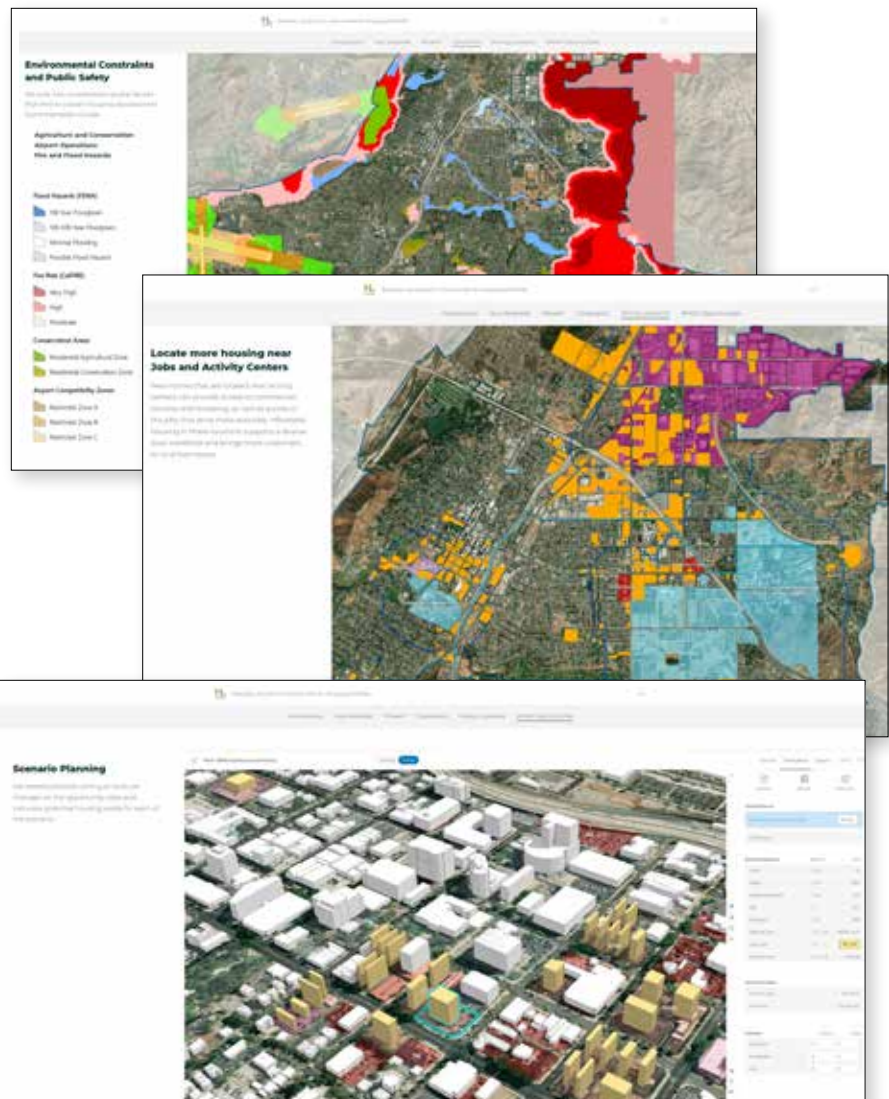
Houseal Lavigne

### City of Riverside, California Housing Element

As part of the City of Riverside Housing Element Update, the City was required to find sites within that could accommodate, by 2029, approximately 24,000 new residential housing units. This process and requirement, referred to as the Regional Housing Needs Assessment (RHNA), obligates every municipality in California to help meet statewide housing needs. At the same time, the City is required to ensure that they are Affirmatively Furthering Fair Housing and looking at potential environmental justice issues.

To help Riverside meet its RHNA allocation, Houseal Lavigne developed a GIS-based solution and workflow with ArcGIS Urban called the RHNA Opportunity Finder. ArcGIS Urban was used at the onset to collaborate with the stakeholders and staff to identify the most favorable locations for future residential development. To further fair housing and support positive economic, educational, and health outcomes for low-income families, the RHNA Opportunity Finder evaluated several factors affecting each parcel, including access to amenities, proximity to pollution sources, protected natural areas, natural hazards, and other opportunities and constraints.

With an initial set of opportunity sites that advance fair housing, are environmentally just, and are proximate to various community amenities, Houseal Lavigne completed the planning with ArcGIS Urban, testing policy changes and different development scenarios. By interactively engaging the community and getting their feedback, Riverside's updated Housing Element identifies and plans for more than 24,000 new homes by 2029, including where the new housing units should be located and their densities.



[Check out the StoryMap by clicking the link here.](#)



City of Aurora, Colorado  
**Comprehensive Plan**

As the new Comprehensive Plan for the City of Aurora, Colorado, Aurora Places provides a place-based "road map" for the city as it transitions from a Denver suburb to one of the largest and most diverse big cities in the United States. With outreach conducted in six languages and reaching thousands of residents, this Comprehensive Plan directed by **Houseal Lavigne** establishes ten placetypes that collectively represent every part of the city as it exists today and as it is planned for the future. The plan is built upon seven core principles which arose from the extensive community engagement, including: strong economy, diverse and equitable city, housing for all, healthy community, thriving environment, easy mobility, and an authentic Aurora.

Being home to a diverse and inclusive community has broadened the city's cultural understanding, educational offerings and community life. As the city continues to welcome newcomers and adapt to meet the changing needs of long-time residents, it is challenged with ensuring that they can all enjoy everything that Aurora offers. That includes access to quality jobs and a local economy that rewards entrepreneurship and supports small-business success, safe neighborhoods, access to quality schools and ample opportunity to be active in civic life. The increasingly diverse population offers the opportunity for our city to develop a unique identity and culture within the metropolitan area, grow its economy and meet the changing needs of its residents.

**160**  
Over 160 languages spoken in the Aurora public school system

Source: Office of Aurora Report

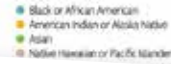
AURORA PLACES planning tomorrow's city

**Foreign-Born**

Large number of Aurora's residents born in many different countries



**Neighborhood Diversity**



**COMMUNITY CONVERSATION**

**3,200+**  
Aurora Places team has engaged more than 3,200 residents, businesses and city staff in the making of this plan

**800**  
RESPONSES

**500**  
MAP POINTS

**TRANSPORTATION FRAMEWORK**



**PLACETYPE PLAN**







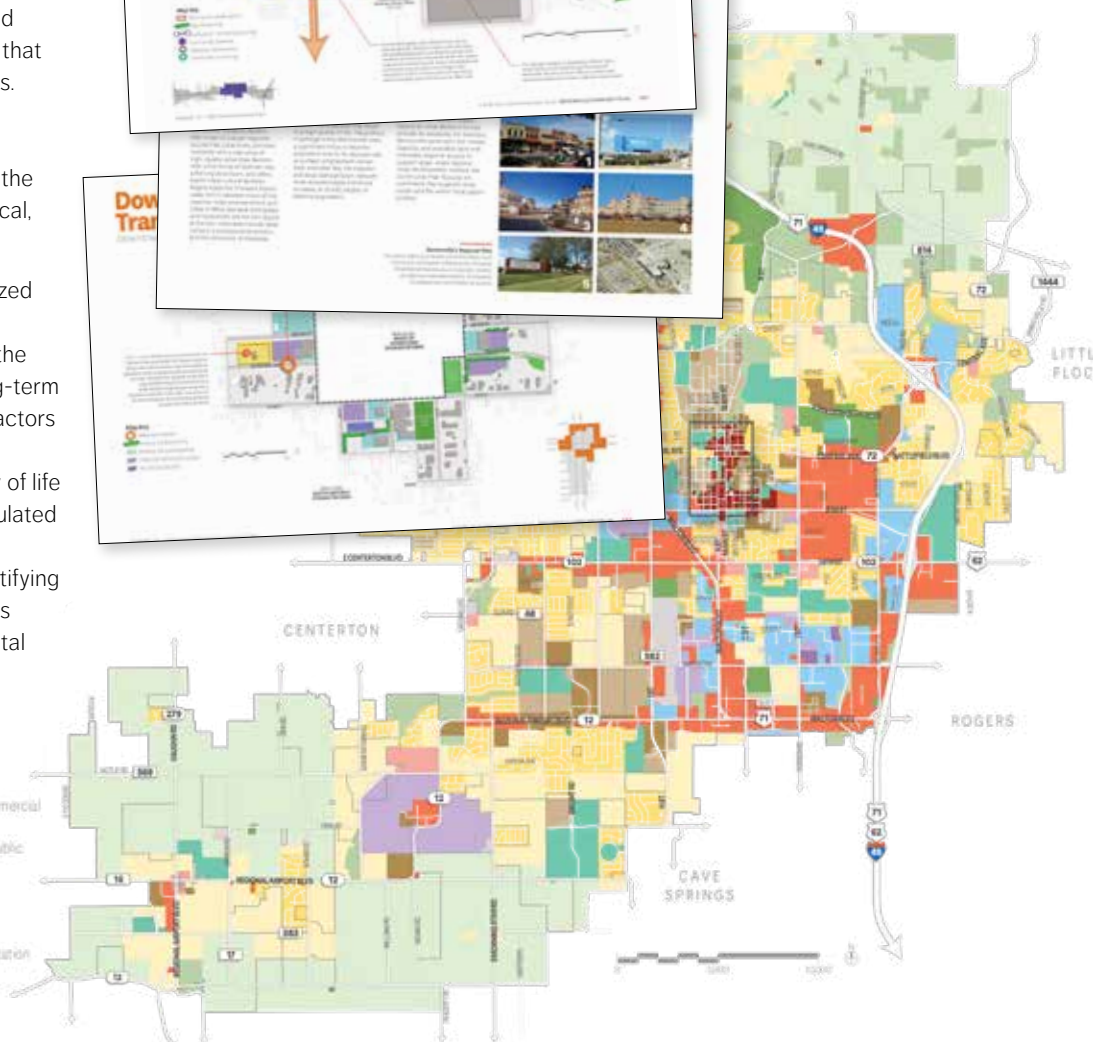
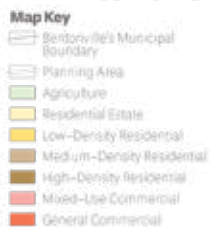
## City of Bentonville, Arkansas Comprehensive Plan

The Bentonville Community Plan, developed by **Houseal Lavigne**, is the City's guidebook for becoming the model of a new American town. In 1950 Bentonville became the hometown of the original Walton's 5&10 with its small-town, middle-America charm. Since the opening of the first store Walton's has grown into the global retail chain, Walmart, and Bentonville has grown right along with it. The City has experienced an exponential population flux since 2000 that is expected to continue well into the 2030s. The Community Plan focuses on directing that growth in a manner that benefits the existing residents as businesses as well as the newcomers, all while maintaining its historical, and eclectic charm.

To do so, a Strategic Growth Plan was utilized to inform where and how the influx of new people and proprietors should locate into the expanding City. It identifies short- and long-term decisions that account for a multitude of factors including transportation and infrastructure access, municipal service locations, quality of life amenities, and costs for the City. This calculated planning approach helps Bentonville take advantage of existing resources while identifying and utilizing new opportunities to further its recent cultural, economic, and environmental successes.



## Land Use Plan





City of Jackson, Tennessee

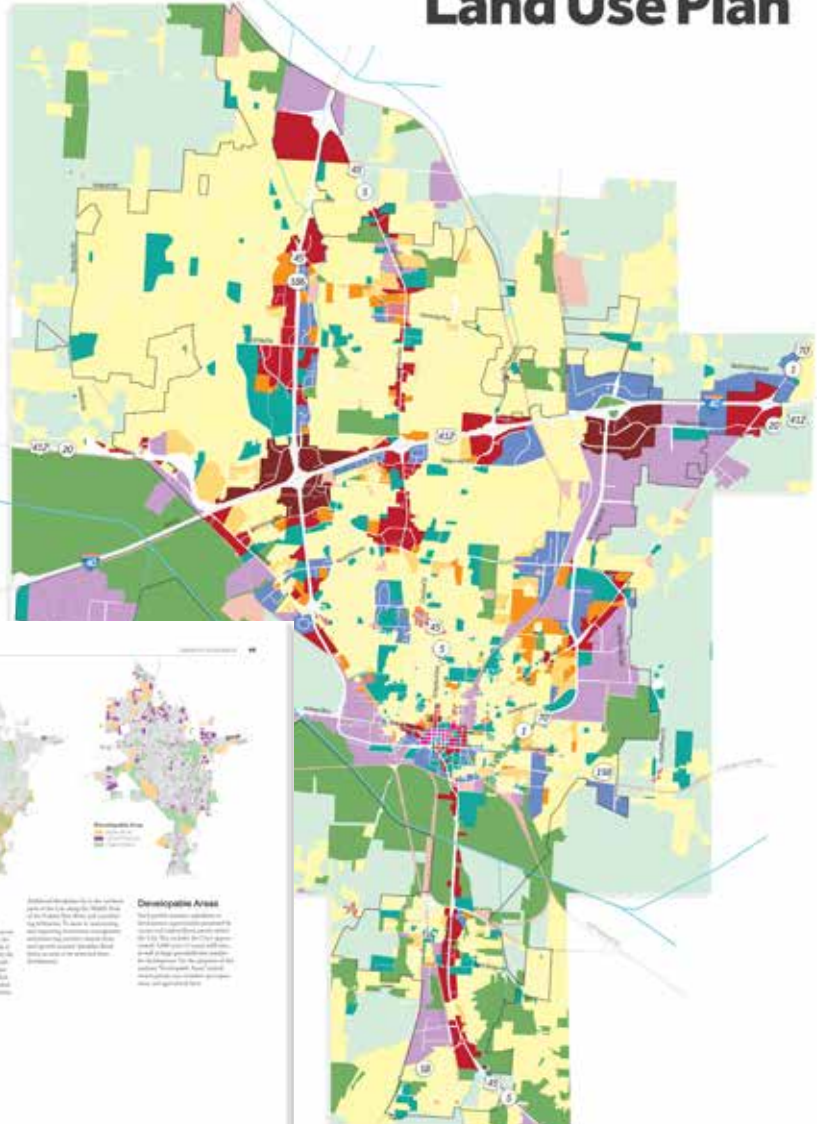
## One Jackson Civic Master Plan

Building on its recent recognition as the "Healthiest City in Tennessee," and the "Most Livable Small City" in the U.S., the City of Jackson initiated the process of creating a new Civic Master Plan.

**Houseal Lavigne Associates** was selected to work with the City to create One Jackson, a master plan that will help unify the City's numerous neighborhoods and leverage resources and partner organizations to work toward a shared vision for the future. The concept of livability is threaded throughout the Plan, demonstrating how changes to development practices and targeted investments in transportation, parks and recreation, and community services can improve quality of life throughout the City. The Plan includes a Growth Scenario Assessment that demonstrates how projected future growth can be accommodated at available sites within Jackson's core, focusing reinvestment and revitalization in established neighborhoods while conserving natural resources on the City's fringe.



## Land Use Plan







APA  
MN

[illegible]

## North Downtown Riverfront



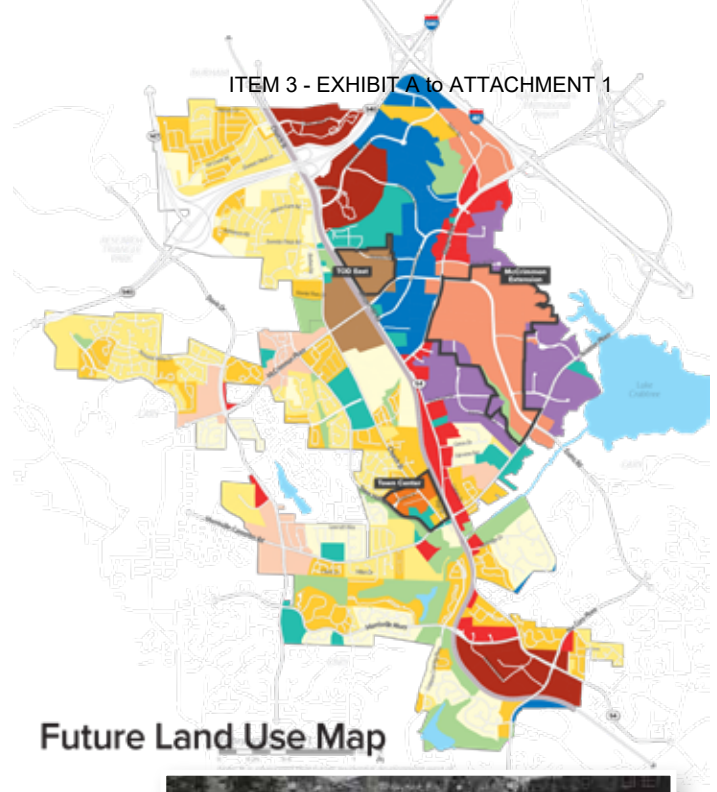
## Town of Morrisville, North Carolina

### Land Use Plan

The Town of Morrisville is a rapidly growing community in the heart of North Carolina's Research Triangle, one of the fastest developing regions in the country. Over the past few decades, Morrisville has transformed from a small, rural town to a highly desirable, diverse area due in part to the community's regional location and proximity to the Research Triangle Park, which has supported major investment and an expanding employment base.

In response to these significant changes, the Town and **Houseal Lavigne** initiated an update to the Morrisville Land Use Plan in February 2018. The three-year planning process engaged the community, analyzed the changing landscape, and identified the distinct issues and unique opportunities facing Morrisville. Together, these factors helped establish a vision for the future of land use and development in the Town and informed the policies and recommendations that will guide the community as it continues to evolve.

The Morrisville Land Use Plan brought together a range of community stakeholders, citizens, agency representatives, business representatives, and elected officials to establish the framework for Morrisville's development over the next 10 to 20 years. Going forward, the Plan will help the Town continue to move beyond the status quo and put forward innovative development policies that position Morrisville as a leader for communities seeking a better way to grow.



**Smart Cities**  
2020 Award Winner

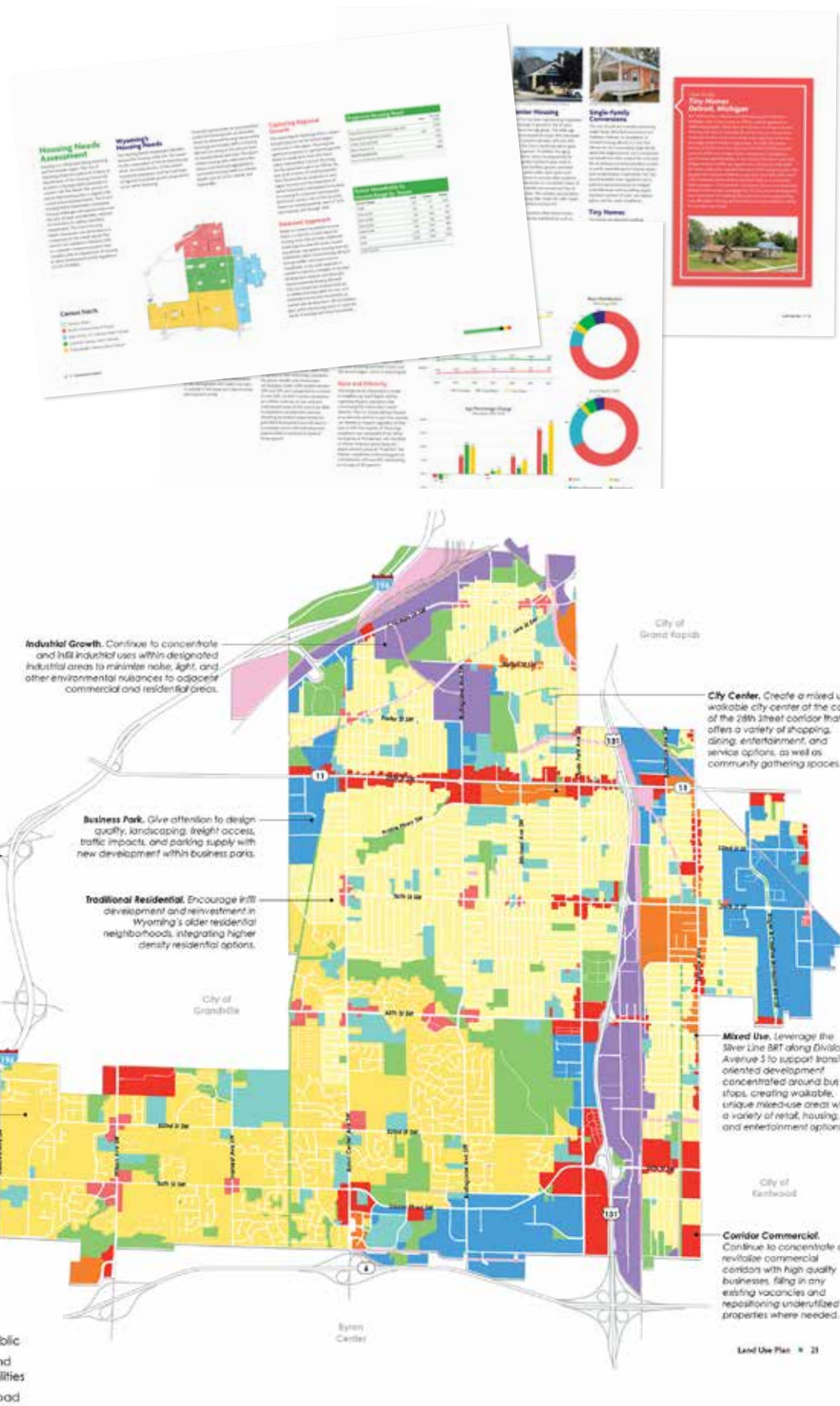


**Special Achievement in GIS**  
2020 Award Winner



City of Wyoming, Michigan  
**Master Plan & Housing  
Needs Assessment**

In December 2019, **Houseal Lavigne** conducted an Analysis to Impediments of Fair Housing Choice (AI) and a Housing Needs Assessment as a component of the Wyoming [re] Imagined Master Plan for Wyoming, MI. The AI and Housing Needs Assessment summarizes housing challenges and opportunities over the next 20 years within the City and identifies methods of corrections to address identified impediments. This includes identifying demands for housing based on the composition of the existing housing stock, the characteristics of the current household population, and the local share of regional household growth projected to occur within Wyoming. Potential opportunities to accommodate projected future growth are assessed based on observed housing trends within Wyoming and broader shifts in housing demand occurring at the national level by housing tenure and type. The report utilizes housing data collected at the census tract level that was aggregated to summarize housing needs within established subareas of the City. Findings of the AI and Housing Needs Assessment were used to guide housing-related recommendations within the Master Plan.







# Hazard Mitigation and Safety Element Planning Experience

Atlas Planning Solutions staff have completed or are currently working on several Local Hazard Mitigation Plans and General Plan Safety Elements throughout the State. With extensive experience assisting communities as they address the changing legislative requirements and frameworks governing hazards and resiliency within California,

## General Plan Safety Element Updates

Atlas Planning Solutions staff have assisted in the update of General Plan Safety Elements in conformance with California Government Code Section 65302 (g). Several of these updates included compliance with recent updates to Safety Element requirements associated with Senate Bills 99, 1241, and 379.

- City of Perris, Safety Element Update
- City of Rancho Cucamonga Safety Element Update
- County of Mendocino Safety Element Update
- County of San Diego Safety Element Update
- City of Willits, Safety Element Update (included SB 1241 and SB 379 compliance)
- Town of Mammoth Lakes, Resilient Mammoth Lakes [Safety Element Update] (included SB 1241 and SB 379 compliance)
- City of Colton (included SB 1241 and SB 379 compliance)
- City of Huntington Beach Safety Element (a component of comprehensive update)
- City of South Gate, Safety Element Update, and Local Hazard Mitigation Plan\*, Project Manager.
- City of Lynwood, Health and Safety Element Update. (Subconsultant to Raimi + Associates)
- City of Palm Desert General Plan Update\*, Project Manager. (Subconsultant to Raimi + Associates, preparing Safety Element and Program EIR)
- City of Maricopa, Safety Element Update, and Local Hazard Mitigation Plan Annex\*, Project Manager.
- City of Laguna Woods, Safety Element Update\*, Assistant Project Manager.
- City of Camarillo, General Plan Safety Element, Assistant Project Manager.
- City of Saratoga, General Plan Safety Element\*, Project Manager.
- City of Wasco, General Plan Safety Element Update, Project Manager.
- City of Glendora, General Plan Update, Primary Safety Element Author.
- \* Includes the preparation of necessary CEQA documentation.

## Local Hazard Mitigation Plans

### 2020 La Palma Local Hazard Mitigation Plan

City of La Palma, CA  
 Client Contact: Ron Wilkerson | Operations Captain  
 714.690.3382 | [rwilkerson@cityoflapalma.org](mailto:rwilkerson@cityoflapalma.org)  
 Dates: February 2019–February 2020  
 Fee: \$69,000  
 Key Staff: Aaron Pfannenstiel

As a subconsultant to PlaceWorks, Mr. Pfannenstiel assisted the city with the preparation of its first LHMP. Key issues for this community include seismic hazards, flooding, and extreme heat. During the hazard mitigation planning process, significant community outreach included social media outreach (via Facebook, Twitter, and Nextdoor), interactive and informative community engagement, and an online survey that gathered information from over 100 respondents.

### 2018 Laguna Beach Local Hazard Mitigation Plan, Safety Element Assistance, and EOP Update

City of Laguna Beach, CA  
 Client Contact: Jordan Villwock | Emergency Operations Coordinator  
 909.395.2543 | [jvillwock@ontarioca.gov](mailto:jvillwock@ontarioca.gov)  
 Dates: July 2017–June 2019  
 Fee: \$100,000  
 Key Staff: Aaron Pfannenstiel

Mr. Villwock recently joined the City of Ontario as their Fire Administrative Director. His current phone and email contact information is reflected above, even though it was not his contact information at Laguna Beach when he served as the Emergency Operations Coordinator. As a subconsultant to PlaceWorks, Mr. Pfannenstiel assisted the city with the preparation of its first LHMP, an update of their General Plan Safety Element, and update to their Emergency Operations Plan. Key issues for this community include wildfire (numerous incidents have impacted the community over the years), flooding, and landslides. During the hazard mitigation planning process, significant community outreach included social media outreach (via Facebook, Twitter, and Nextdoor), interactive and informative community workshops, and an online survey.

SECTION 5

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# LITIGATION

# Litigation

Houseal Lavigne, as a firm and persons associated with the firm, are not parties by virtue of professional service to any current litigation or litigation that occurred over the previous 10 years.

SECTION 6

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# DISCLOSURE

# Disclosure

Houseal Lavigne has no past, ongoing, or potential conflicts of interest with performing the anticipated work of updating San Anselmo's Housing Element.

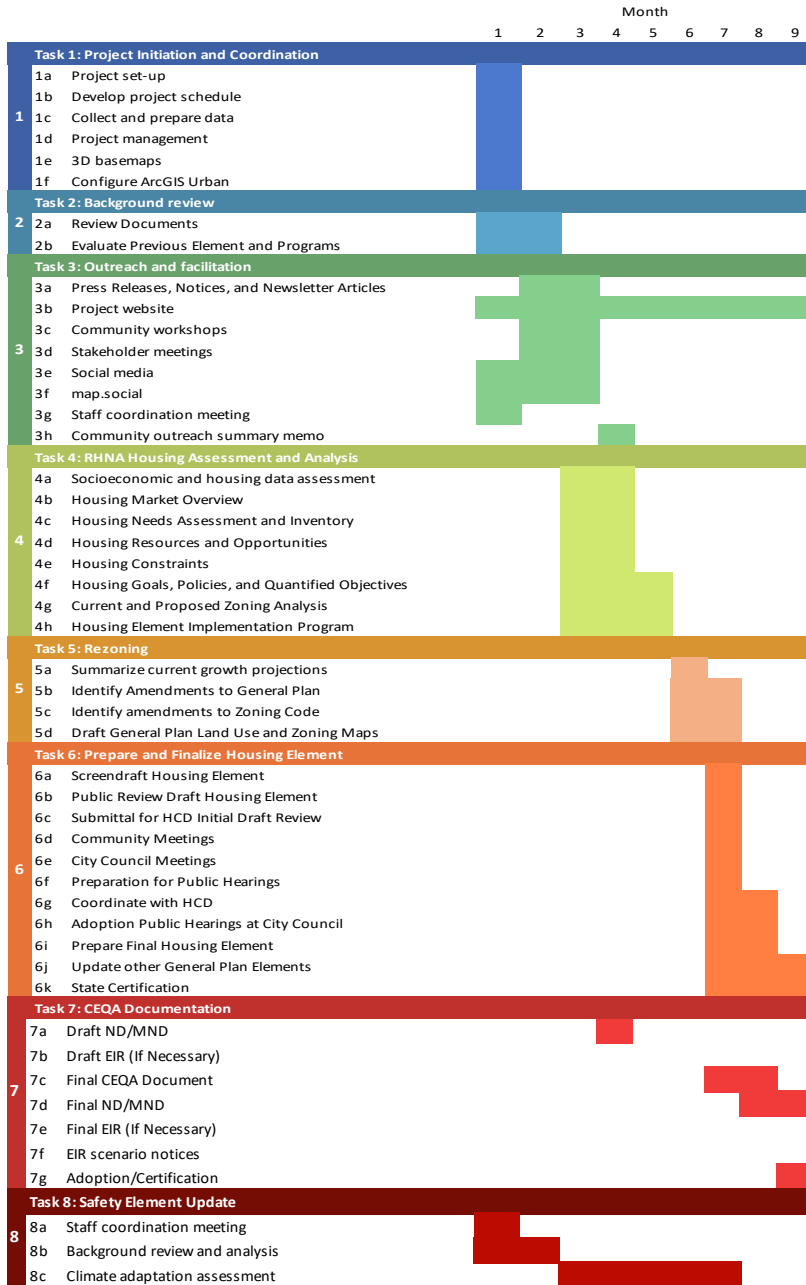
SECTION 7

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# **ADDITIONAL INFORMATION**

# Project Schedule

We propose a 9-month project schedule for delivery of the Town of San Anselmo Housing and Public Safety Element Update. We are ready to begin work immediately upon selection and are committed to devoting the personnel and resources necessary for the entire process to ensure the highest quality and timely completion of the project. Should the Town favor our approach, we will work with staff to refine the process and anticipated project schedule in a manner that is most advantageous to the project.







# Project Approach

## Task 1: Project Initiation and Coordination

Our Scope of work starts with an initial set of tasks to account for the necessary steps to begin work on the Housing Element Update. This task will set the framework and protocols for all subsequent tasks.

### 1a. Project set-up and Kick-off Meeting with Marin County Staff

Before actual work begins, a project initiation meeting/ teleconference will be held to set the foundation for the assignment. The purpose of the kick-off meeting between Houseal Lavigne Associates and San Anselmo staff will be to review the scope of work and to ensure all involved have a clear expectation of the assignment and deliverables.

The purpose of this meeting will be to 1) review overall project objectives and resources; 2) review and establish the roles and responsibilities for key personnel; 3) discuss communication methods, protocols, and cadence; and 4) establish an initial schedule for the project that will be further refined in Task 1b.

### 1b: Develop details project schedule

Based on the results of the staff kick-off, the project team will prepare a comprehensive and detailed project schedule that clearly identifies project milestones such as key public outreach events, interim reports, staff review periods, draft and revised deliverables, and notice requirements established by the state. This will include all specifically required milestones per HCD requirements.

Deliverables:

- Final Project Schedule with milestones and deadlines.

### 1c: Collect and prepare initial data and basemap layers

Immediately following our kick-off meeting, the Project Team will identify required datasets and work with the city and member agencies to obtain data to support this effort. Data will include typical information such as regulatory and other planning boundaries, key points of interest for services/ infrastructure, locations of current affordable housing, housing projects in the development pipeline, etc. It will include ABAG's Regional Housing Technical Assistance Program population, demographic, housing, market conditions and regional comparisons datasets, graphs, and write-ups. We will also compile and review past Housing Element Updates and other policy documents that pertain to housing. Finally, we will review the preliminary sites inventory prepared by San Anselmo staff and overlay the data against other regional economic and demographic factors.

### 1d: Project Management

The project team proposes regular meetings via conference call with San Anselmo staff at other key milestones throughout the planning process to ensure an open communication and exchange of ideas. These meeting will include key team members and San Anselmo representatives on an "as-needed" basis. These calls will serve to provide important status updates, resolve any outstanding issues, and assess progress towards the next key milestones. We recommend standing bi-weekly calls between the Project Team and San Anselmo staff to keep the project on track throughout the duration of the assignment. Meeting notes will be provided following each call with clearly identified action items and assigned owners. Invoices will provide notes on tasks performed for each contributor.

### 1e. Produce 3D Community basemaps for web-based visual engagement

Houseal Lavigne understands the difficulty the city has had in identifying opportunity sites in the past efforts. Houseal Lavigne propose a data driven approach utilizing Esri ArcGIS Urban to identify potential sites, test potential housing yields to meet RHNA, and then use the 3D tools within the platform to visualize the the potential development. We feel this platform is well suited to the Town's Housing Element update as it will serve to reenforce why each of these sites are the best sites and also show how these developments can fit the city's existing neighborhood fabric. Houseal Lavigne will configure a 3D Community basemap (or 'digital twin') for the Town of

San Anselmo. This will serve as the foundation for 3D-based visualization, analysis, and reporting of existing of potential future conditions. This activity will transform available laser radar (LiDAR) data into 3D buildings and trees, sitting on top of 'terrain model' that accurately represents the topographic landscape. These 3D assets will be combined with other 2D and 3D data to form a complete 3D Basemap of Existing Conditions (per available data). The 3D basemap will be refined through engagement with the overall team and when approved will be published to ArcGIS Online and made available to ArcGIS Urban and web scenes for general purpose visualization. Sample content will be generated to show how an end-to-end workflow can be easily reproduced by staff.

Deliverables:

- 3D Community basemap as a "digital twin" (via ArcGIS Online)

## **1f. Configure ArcGIS Urban for evaluation of planning policies**

Houseal Lavigne will configure an ArcGIS Urban app that will be used for the visualization of projects in the development pipeline as well as existing and potential future conditions in areas where RHNA opportunity sites exist. This configuration will allow for rapid evaluation and interpretation of relevant zoning parameters and compatibility with the Future Land Use map. ArcGIS Urban will be deployed to an appropriate ArcGIS Online environment. Once deployed, HL will provide a demonstration of this technology and how it will be used to support the analysis and visualization in the remaining tasks.

# **Task 2: Background review**

## **2a. Review background documents**

We will review available background documents from San Anselmo, including:

- State Department of California Housing and Community Development (HCD) and Office of Planning and Research (OPR) Guidance for the Update,
- Regulatory environment, including the Town's Municipal Code, General Plan, Inclusionary Housing Ordinance,
- Recent housing-related community planning documents,
- Previous housing element reviews and current housing element goals, policies, and actions, as well as relevant portions of the remainder of the General Plan,
- Regional Housing Needs Allocation Plan and affordable housing policies of the county,
- Best practices from other municipalities, including emerging trends, and inclusionary housing ordinances,
- Existing and new funding sources and programs,
- Local and regional housing markets,
- Analyses of homeless needs and services and facilities,
- Recently adopted specific plans within San Anselmo, and
- U.S. Census Data related to housing and demographics.

## **2b. Evaluate previous programs, policies, and housing element**

As an initial task to the Housing Element update, we will review and evaluate the Town's progress in implementing the current Housing Element. The Town's most recent Housing Element Annual Progress Report (APR) is a good starting point for this evaluation. Based on this assessment, we will prepare a memorandum outlining the key changes in state law that would be applicable to the Town, and changes to the Housing Element necessary to comply with state law.

As part of this process the Safety Element will be reviewed for consistency and recommendations will be outlined in the memorandum.

Deliverables:

- Assessment Memorandum (electronic copy)
- Housing Element update outline (electronic copy)

## Task 3: Outreach and Facilitation

We understand that a one-size-fits-all approach to community engagement is ineffective, and that the Town of San Anselmo places great value on an extensive and authentic outreach process. Effective outreach identifies priorities that can be expressed in goals, policies and plans.

The following tasks represent what the team envision for supporting the Housing and Public Safety element update. We understand that Town staff have already developed a plan for outreach and engagement. Houseal Lavigne will work with staff to adopt and execute this approach. This step of our proposed scope of work will serve as the foundation of our civic engagement strategy.

Houseal Lavigne provides a multi-pronged approach to outreach and a variety of expertise that will be essential in engaging the community, addressing local issues, and most importantly, ensuring the inclusion of a diverse swath of San Anselmo's populace. We have identified several community outreach and engagement activities to utilize during the planning process. While we anticipate that some level of outreach and engagement will occur throughout the project, this step of the project includes several upfront activities to jumpstart the planning process and serve as a foundation for the development of the housing and safety elements of the Town's General Plan.

### 3a. Press releases, notices, and newsletter articles

We will work with Town staff to develop press releases, newsletter articles, and other means of public notice at different points in the planning process. These items will be disseminated on various platforms, including the Town's official website, local newspapers, and local media outlets. We advise that these platforms be updated regularly throughout the process of preparing the Town's updates to its housing and safety elements.

### 3b. Interactive project website

We will work with Town staff to incorporate community engagement and project update for the Housing Element Update effort in the existing General Plan website that the city has developed. We are committed to utilizing the internet to maximize the participation and communication between stakeholders for the duration of the planning process and beyond. This website can be used to post project schedules and meeting dates, display documents, address frequently asked questions, or host a community discussion forum. The website will be the "one-stop-shop" for information related to the planning process.

### 3c. Community workshops

Two community workshops enable face-to-face outreach during the planning process. The purpose of this community workshops is to allow residents to provide input before any plans or recommendations are formulated. Workshops help i) define the purpose of the housing element update, ii) review the planning process and project schedule, and iii) secure local views on concerns, issues, and potentials within the community.

### 3d. Stakeholder interviews, focus group discussions, and committee meetings

Stakeholder interviews and focus group discussions allow us to obtain firsthand insight into the community from a diverse array of perspectives. Houseal Lavigne will conduct confidential interviews and focus group discussions to obtain vital information regarding local issues and opportunities. We will work with Town staff to identify those individuals and groups to be interviewed, but we do recommend a broad sampling of interviewees who possess unique perspectives and special insights into the community.

The project team will also meet with the Town's Racial Equity Ad hoc Committee to discuss goals and programs for Affirmatively Furthering Fair Housing (AFFH). The team will include individuals with experience in and expert knowledge of AFFH. The individuals will attend in person or virtually.

### 3e. Social media

If desired, we can integrate the project into the Town's existing social media accounts. For those residents that use social media platforms to stay informed, this is an essential tool to keep this population connected with local comprehensive planning activities. Social networking tools can also help increase awareness of the housing element update and assist in increasing participation at outreach events, including traditional face-to-face meetings.

### 3f. map.social

As an innovative feature of our proposed scope of work, we will feature map.social, a web-based community issues mapping tool as part of San Anselmo's planning process. Developed and used exclusively by Houseal Lavigne, this award-winning tool allows website visitors to identify, map, and comment on geographic areas of concern and valued community amenities. Map.social simplifies the mapping process and familiarizes residents

with all areas of the community in a manner that is exciting, interactive, and effective. Input from residents allows us to create a composite map of community issues to assist with the establishment of community goals.

### **3g. Staff coordination meeting**

In our second meeting with Town staff, we will provide an overview of our initial observations related to community outreach and engagement events.

### **3h. Community Outreach Summary Memo**

After the completion of our community outreach activities, Houseal Lavigne will prepare a memo summarizing our findings to date and detailing the next steps in the planning process.

## **Task 4: RHNA Housing Assessment and Analysis**

In this step, the project team will evaluate the work done by ABAG's Regional Housing Technical Assistance Program and will refine and augment this information with socioeconomic and housing data accessed from publicly available sources, including the U.S. Census Bureau and data curated by HCD. In addition, we will use firm-licensed data sources, including Esri Business Analyst, CoStar, and Woods & Poole. To the extent possible, we will make full use of any local and regional sources of demographic and market data that can be provided by the Town.

### **4a. Socioeconomic and housing data assessment**

We will assess important socioeconomic data points, including population, age, race and ethnicity, Town, income, employment, and housing. The insight we glean from our review of these data will be carefully considered as we begin to develop our preliminary plan recommendations in subsequent project steps.

### **4b. Housing Market Overview**

Using the data reviewed in the previous task, we will provide a high-level assessment of local market conditions for locally predominant types of housing product, which could include market-rate, affordable, and special-needs housing. The deliverable(s) derived from the first two tasks of Step 4 should not be considered a "market study" or a "housing needs assessment."

Deliverables:

- Housing Market Overview Memo (electronic copy)

### **4c. Housing Needs Assessment and Inventory**

The Housing Needs Assessment will contain the following topics to satisfy Government Code Section 65583(a) requirements:

- Demographics, income, and employment trends;
- Household characteristics;
- Housing stock characteristics;
- At-risk housing analysis;
- Analysis of special housing needs (including shelter bed availability, deed restricted units, etc);
- Identification of resource gaps, and methods to mitigate those gaps;
- Analysis of farmworker housing based on MTC-ABAG reports;
- Affirmatively furthering fair housing analysis.

Recently, HCD released a Technical Memo for AB 686 (Affirmatively Furthering Fair Housing). The Project Team will consult this memo and HCD staff to ensure this new requirement is adequately addressed in the Housing Element update. As part of this work effort the project team will complete a full AFFH analysis in compliance with AB686 and following the most recent HCD memo outlining best practices guidelines. The analysis will include specification of goals and actions that target acceptable AFFH outcomes during the planning period. It will also incorporate analysis done by the County of Marin.

#### **4d. Housing Resources and Opportunities (including Potential Housing Sites)**

The 6th cycle RHNA is significant for the entire region. This Housing Element update would require significant efforts to identify additional sites with sufficient capacity for the increased RHNA, taking into considerations the adequate sites requirements under new Housing Element laws (SB 166, AB 1397, etc.). The Town's allocation of 833 units is significant as San Anselmo is composed primarily of single-family residential lots and small commercial sites. To accomplish the town's RHNA obligation creative and innovative approached to incorporating the new units into the existing community and neighborhood fabric will be required. The project proposes a data driven approach utilizing ArcGIS Urban to evaluate existing and identify potential new opportunity sites. Through our RHNA Opportunity finder tool we will assess existing and identify potential suitable parcels and calculate potential housing yields. Once existing opportunity sites have been evaluated and new sites identified, we will visualize the development on these sites utilizing a 3D procedural tool in ArcGIS Urban. To further visualize the potential of these site the project team will use Esri CityEngine to create an interactive 3D model of potential development on the identified sites that would accomplish the town's RHNA obligation. In addition to the sites inventory, we will also discuss other resources such as funding available and partnership opportunities, as well as opportunities for energy conservation.

#### **4e. Housing Constraints**

We will identify potential governmental and non-governmental constraints to housing production, including environmental and infrastructural constraints. This analysis must contain a review of factors that may potentially constrain the development, improvement, and preservation of housing in San Anselmo. Factors to be reviewed include market, governmental, environmental, income levels and infrastructural constraints. New Housing Element laws require the assessment of non-governmental constraints, including NIMBYism, lending practices, shortage of labor, and other economic factors. The project team will leverage data from ABAG's Regional Housing Technical Assistance Program to expedite this task. Finally, we will consider and analyze how nonvacant sites can be redeveloped for housing and identify factors, including existing uses, that could impede additional residential development.

#### **4f. Housing Goals, Policies, and Quantified Objectives**

We will review the General Plan, specific plans, and other Town documents for guiding principles. The goals and policies in the Housing Element will be updated to be consistent with other Town documents. This will include reviewing a recent evaluation of the current Housing Element to verify that element's goals, policies, and needs with regard to special needs populations.

In addition, pursuant to AB 686, we will incorporate the fair housing goals and policies from the Analysis of Impediments to Fair Housing Choice. We will also review inclusionary housing ordinances in other Marin County jurisdictions and provide guidance on adopting such an ordinance.

#### **4g. Current and Proposed Zoning Analysis**

It is possible, if not likely, that the Town will need to consider zoning changes to meet its RHNA target. For areas of potential change, the Project Team will review relevant plans, ordinances, and other documents to evaluate the suitability of current zoning. Where obstacles or barriers to future development are identified, the Project Team will work with appropriate Town personnel to conduct an analysis of potential zoning changes designed to reduce or remove barriers to RHNA-related development.

Deliverables:

- Memo describing current zoning and related barriers to RHNA-related development (electronic copy)
- Memo describing proposed changes to zoning to reduce or remove these barriers (electronic copy)

#### **4h. Housing Element Implementation Program**

Based upon the analyses and research conducted in the previous tasks, we will update the Housing Element. For each program included in the Housing Element, we will establish the timeframe for implementation, specific objectives, funding sources, and responsible agencies. The programs will satisfy requirements of Government Code Sections 65583(b) and (c). Several new programs are mandated:

- Program to incentivize Accessory Dwelling Units
- Program to address impediments to fair housing

## Task 5: Rezoning

Our project team understands that town staff have identified seven sites that would require rezoning. We also understand that there are other sites that may be more promising for development, including sites referenced in previous housing element updates.

Therefore, our team will work the town's staff and legal team to review and provide recommended updates to amend the town's regulatory policies including the Zoning Ordinance, Subdivision Ordinance, and Design Guidelines.

To support this task the HLA team proposes the following.

### 5a. Summarize current growth projections and statutory requirements relevant to housing needs

In this step, we anticipate utilizing socioeconomic and housing data accessed from publicly available sources, including the U.S. Census Bureau and data curated by HCD. In addition, we will use firm-licensed data sources, including Esri Business Analyst, CoStar, and Woods & Poole. To the extent possible, we will make full use of any local and regional sources of demographic and market data that can be provided by the Town.

To begin, we will assess important socioeconomic data points, including population, age, race and ethnicity, income, employment, and housing. The insight we glean from our review of these data will be carefully considered as we begin to develop our preliminary plan recommendations in subsequent project steps.

Using the data reviewed in the previous task, we will provide a high-level summary of local market conditions for locally predominant types of housing product, which could include market-rate, affordable, and special needs housing.

Deliverables

- Memo describing housing needs and market conditions (electronic copy)
- Memo describing statutory requirements relevant to housing needs (electronic copy)

### 5b. Identify Amendments to General Plan

We will collaborate to identify amendments to the City's General Plan that will be required to implement recommended housing programs and ensure compliance with State law, including changes to the Public Safety Element of the General Plan and an Environmental Justice component that is based on the SB1000 Toolkit.

Deliverables

- Memo describing proposed amendments to the General Plan (electronic copy)

### 5c. Identify amendments to Zoning Code

Based on final RHNA numbers, the Project Team will analyze and evaluate development potential as a target. This target will be used as we explore policy options and potential programs that support the goal of achieving the specified number. We will identify required zoning changes and recommend updates to the Zoning Code consistent with RHNA targets.

Deliverables

- Memo describing proposed amendments to the Zoning Code (memo and maps as needed)

### 5d. Support preparation of Draft General Plan Land Use and Zoning Maps

To help communicate proposed Housing and Land Use policy changes, we will develop and provide map-based communication and/or visualization to support the decision-making process. We will use this to support City staff with the preparation of a Draft General Plan Land Use Map.

Deliverables:

- Draft General Plan Land Use and Zoning Maps (electronic copy)



## Task 6: Prepare and Finalize Housing Element

### 6a. Screendraft Housing Element

With the analyses conducted in the previous tasks, we will comprehensively update the Town's 2014 Housing Element for the 2021-2029 cycle. A Screendraft Housing Element will be prepared for staff review.

Deliverables:

- Administrative draft of the Housing Element (electronic copy)
- Power Point presentation of the draft Housing Element

### 6b. Public Review Draft Housing Element

We will revise the Public Review Draft Housing Element to reflect any changes desired by town staff. Once changes are complete, we will make a draft available for public comment. This draft will also be presented to the Planning Commission and Town Council.

Changes requested by the Planning Commission and the Town Council will be incorporated into a review draft. An HCD Housing Element Completeness Checklist will accompany the draft Housing Element and be submitted to HCD for review.

Deliverables:

- HCD Public Review Draft Housing Element (electronic copy and one hard copy)
- HCD Housing Element Completeness Checklist

### 6c. Submittal for HCD Initial Draft Review

electronic We will package up and provide HCD with an initial draft review copy of the Housing Element to establish communication and feedback on the direction and policies proposed. This is an important step to ensure we are tracking with HCD's requirements and leverage early feedback to streamline the production of the final Housing Element.

Deliverables:

- Initial Draft Housing Element for HCD review (electronic copy)

### 6d. Community Meetings

We will conduct two additional public hearings. These will also be streamed and recorded so they can be attended and viewed as remote engagement opportunities.

Deliverables:

- Outreach and engagement materials as needed for three (2) remote or in-person public meetings (materials via electronic copy)

### 6e. City Council Meetings

We anticipate supporting the Town with City Council meetings throughout the engagement at a regular interval or as required by the Town, to update the Town Council on the progress of the update and to receive feedback and direction. These meeting are anticipated to be held on a quarterly basis.

Deliverables:

- Support materials and attendance at up to four (4) City Council meetings (materials via electronic copy)

### 6.f Preparation for Public Hearings

We will support the Town in preparation for Public Hearings by refining the messaging and materials needed to effectively communicate proposed Housing and Land Use Element changes.

Deliverables:

- Support materials as needed for Public Hearings (electronic copies)

## 6g. Coordinate HCD and related agency review and respond to comments

HCD review of the Draft Housing Element is mandatory. During the review, we would work to address all HCD comments. We would communicate with HCD and facilitate review of the revisions via revised pages. All revisions made to the Draft Housing Element would be shown as tracked changes. The goal is to secure a Finding of Substantial Compliance on the Draft Element before proceeding to adoption. This way, final certification would be contingent upon adopting the Housing Element as revised and reviewed by HCD, and the Town would avoid adopting a Housing Element that does not completely meet HCD requirements and needing to repeat the review and adoption process.

We will work with the Town to respond to comments as needed, as well as to provide any needed changes to the documents, upon receiving feedback from HCD, Office of Planning and Research, the local water/sewer district, and Town officials.

Deliverables:

- Mark-up Public Review Draft showing the recommended changes (electronic copy)

## 6h. Support for Adoption Public Hearings at City Council

Using the materials developed in the previous task, we will support the Town during public hearings on the adoption of the Housing and Land Use Elements at City Council.

Deliverables:

- Attendance at two (2) public hearings
- Power Point presentation of draft and final Housing Element

## 6i. Prepare Final Housing Element

After the Planning Commission and City Council adoption hearings, we will package a Final Adopted Housing Element, along with the signed resolution, and send to HCD for its final 90-day review.

Deliverables:

- Final Housing Element (electronic copy and one hardcopy)

## 6j. Update other General Plan Elements (as needed)

The Project Team will evaluate the existing General Plan Land Use Element that may need to be amended for consistency with the updated Housing Element, drawing primarily from previous analyses. This will ensure compliance with State law and HCD-specific requirements.

Deliverables:

- Draft updates to other General Plan Elements as needed to support Housing Element and Land Use Element updates (electronic copy)

## 6k. State Certification

We will follow through with assisting the Town in achieving State certification of the Housing Element.

Deliverables:

- Final HCD Certified Housing Element (electronic copy and fifteen hardcopies).

# Task 7: CEQA Documentation

The following is a suggested scope for the team to prepare the necessary environmental documentation. The Houseal Lavigne team will prepare the draft environmental document (either and ND/MND or EIR) in compliance with CEQA. The basic steps for a draft ND/MND and a draft EIR are described below. The budget provided assumes that the update will require a ND/MND.

## 7a. Draft ND/MND

Upon completion of the draft Initial Study, the remaining steps in the preparation of an ND/MND would be as follows:

- Finalize the Initial Study, including the ND/MND. This step will involve responding to two rounds of City comments on the draft Initial Study.

- Circulate the Public Review Draft ND/MND for the required 30-day public review period.

### **7b. Draft EIR (If Necessary)**

Upon completion of the draft Initial Study, the remaining steps in the preparation of a focused EIR would be as follows:

- Finalize the Initial Study and circulate it along with a Notice of Preparation (NOP) of a Draft EIR.
- Prepare the Administrative Draft EIR, which will include the following sections:
  - Executive Summary – summary of the Housing Element, alternatives, identified impacts, and mitigation measures, overview of areas of known controversy
  - Introduction – overview of the CEQA environmental review process and EIR contents, legal authority and requirements, input received during EIR scoping, and lead, responsible, and trustee agencies
  - Environmental Setting – overview of current environmental conditions in the City and the cumulative projects list and/or forecast
  - Project Description – overview of the proposed Housing Element, including the project proponent (City), key project components with emphasis on those that may result in physical environmental changes, housing growth forecasts, and project objectives
  - Environmental Impact Analysis – identification of the significant environmental effects associated with the

Housing Element with each individual subsection to include:

- Description of the environmental and regulatory setting for the specific issue
- Description of the analysis methodology
- Listing of thresholds of significance used in the analysis
- Discussion of project and cumulative impacts
- Listing of mitigation measures proposed to address identified significant effects
- Discussion of the level of significance of each impact after imposition of proposed mitigation measures
- Other CEQA Requirements – discussion of impacts related to growth inducement and significant irreversible environmental changes
- Alternatives – analysis of up to three alternatives to the proposed Housing Element, focusing on alternatives that reduce or avoid one or more of the Element's significant environmental effects
- References and Preparers – listing of sources used and individuals involved in preparing the EIR

Prepare the Draft EIR, which will involve responding to City comments on the Administrative Draft EIR and publishing the document for the 45-day public review period.

We have assumed that a focused EIR would address the following issues in detail:

- Aesthetics
- Air Quality
- Biological Resources
- Cultural Resources
- Greenhouse Gases
- Land Use and Planning
- Noise
- Transportation
- Utilities/Service Systems

The analysis will consider both the broad citywide impacts of the Housing Element and, to the degree feasible, the site-specific impacts at individual rezone sites. In this way, the EIR would serve as first-tier environmental document that will streamline the environmental reviews of future housing developments that are consistent with the Housing Element. As appropriate, the EIR would include

prescriptive mitigation indicating specific requirements for future housing developments.

Deliverables:

- Two (2) hard copies, one (1) electronic copy, and 15 CDs of the Draft MND or EIR in both PDF and Microsoft Word Format (for State Clearinghouse submittal)

### **7c. Final CEQA Document**

The HLA team will prepare the final environmental document, which will involve either a Final ND/MND or a Final EIR.

The steps for each are described below.

### **7d. Final ND/MND**

Prepare written responses to all written comments on the Public Review Draft ND/MND. All responses will include reasoned analysis and will cite appropriate provisions of the Public Review Draft ND/MND, the CEQA Guidelines, and applicable legal decisions. Prepare the Final ND/MND, including final responses, a Mitigation Monitoring and Reporting Plan (MMRP) if appropriate, and any revisions to the text of the Public Review Draft ND/MND.

### **7e. Final EIR (If Necessary)**

Prepare the administrative Final EIR, which will include

- Written responses to comments received on the Draft EIR
- A draft mitigation monitoring and reporting plan (MMRP)
- Either revised EIR text or an errata section
- Prepare the Final EIR, which will incorporate City comments on the administrative Final EIR.

Deliverables:

- Two (2) hard copies and one (1) electronic copy of the Final MND or Final EIR in both PDF and Microsoft Word Format

### **7f. Environmental Noticing, Outreach, and Filing**

The HLA team will conduct all required outreach, noticing and filing of notices and documents for the environmental review of the Housing Element update.

For the ND/MND scenario, notices will include:

- SB 18 and AB 52 letters to Native American tribes
- Notice of Intent (NOI) to adopt an ND/MND
- Notice of Completion (NOC) form that will accompany the State Clearinghouse (SCH) submittal
- Notice of Determination (NOD)

### **7g. For the EIR scenario, notices will include:**

SB and AB 52 letters to Native American tribes

- Notice of Preparation (NOP) of a Draft EIR
- Notice of Availability (NOA) of a Draft EIR
- NOC form that will accompany the SCH submittals for the NOP and Draft EIR
- NOD

For the EIR scenario, we will also prepare materials for, attend, and present at an EIR scoping meeting. The HLA team will file notices with the SCH and County Clerk as appropriate, but we assume that the City will handle any additional noticing (including, as appropriate, newspaper publication of the NOI, NOP, and NOA) and will pay applicable filing fees.

Deliverables:

- One (1) hard copy and one (1) electronic copy of each notice in both PDF and Microsoft

Word Format, scoping meeting materials for the EIR scenario

## 7h. Adoption/Certification

As needed for the EIR scenario, the HLA team will prepare final findings of fact and a statement of overriding considerations, consistent with sections 15091 and 15093 of the CEQA Guidelines. A draft version will be provided to the city for review prior to distribution. Upon receipt of City comments on the draft version we will prepare the final findings and overriding considerations. As noted above, CH Planning will file the NOD with the SCH and/or County. We assume that the city will pay applicable NOD filing fees. The CEQA project manager will also attend two public hearings on either the MND or EIR.

Deliverables:

- One (1) hard copy and one (1) electronic copy of the findings and overriding considerations in both PDF and Microsoft Word Format; PowerPoint for hearing(s), if requested.

## Task 8: Safety Element Update

Atlas Planning will complete amendments to the town's Safety Element in compliance with State law and to achieve consistency with other elements in the General Plan, included the updated Housing Element. Atlas Planning will use the State's Office of Planning & Research 2017 General Plan Guidelines to update the Safety Element to ensure consistency with the State's latest requirements and guidance, including: SB 379, Vulnerability and Adaptation; SB 1241, Fire Risks; and SB 1030, Safety Element Update Requirements. The Safety Element update will focus on ensuring alignment with and/or integration of other City plans such as the Local Hazard Mitigation Plan Update (in accordance with AB 2140). As necessary, Safety Element maps will be revised and/or added and provided in GIS format.

The following step will be performed by the Atlas Planning Solutions (APS) team supporting the Town of San Anselmo Safety Element Update. The following tasks are proposed to support this update:

### 8a. Staff coordination meeting

APS will participate in a project initiation conference call and work with the project team to identify the data needs and existing documentation for review as part of the Safety Element Update. This task will establish the project schedule, identifying protocols for communication and coordination with state agencies (Cal FIRE, California Geological Survey, etc.).

### 8b. Background review and analysis

APS will conduct a background review of the existing General Plan Safety Element, which was initially updated in 2005. This review will identify the applicable hazards that affect the Town and emerging issues of concern in the future. A key component of this analysis is reviewing the existing goals and policies to determine what portions of the element will be kept, modified, or deleted. This review will rely on data provided by Town staff, the current General Plan Safety Element, recently completed San Mateo County Multi-Jurisdictional Hazard Mitigation Plan (MJHMP), and relevant portions of the San Mateo County General Plan Safety Element.

### 8c. Climate adaptation assessment

In accordance with SB 379, the Town of San Anselmo General Plan Safety Element needs to be reviewed and updated as necessary to address climate adaptation and resiliency strategies. To meet this objective, we recommend development of a Climate Adaptation Assessment.

The proposed Climate Adaptation Assessment consists of two elements: the climate vulnerability assessment and corresponding climate adaptation measures (or strategies). The climate vulnerability assessment, and development of adaptation measures, follows a two-step approach consistent with climate adaptation frameworks recommended by the California Governor's Office of Emergency Services' (CalOES) 2020 California Adaptation Planning Guide (APG) and meet the requirements of SB 379.

Step one is development of a climate vulnerability assessment to identify the Town and community assets and populations that may be affected by climate hazards. The second step is the identification and prioritization of corresponding climate adaptation measures intended to reduce the impact to vulnerable communities or assets as identified in the vulnerability assessment. Both steps are informed by a regulatory framework and guided by national and statewide climate assessments, plans, and relevant efforts, including, but not limited to:

- California Governor's Office of Emergency Services' 2020 California Adaptation Planning Guide
- State of California's Principles for Aligned State Action (2021)

- California Governor's Office of Planning and Research Integrated Climate Adaptation and Resiliency Program
- Center for Disease Control's Building Resilience Against Climate Effects (BRACE) framework
- United States Climate Resilience Toolkit
- State of California's Sea-Level Rise Guidance (2018)
- California Coastal Commission's Sea Level Rise Policy Guidance (2018)
- National Integrated Heat Health Information System

The regulatory framework and current guidance will be documented within this effort. Both the vulnerability assessment and adaptation measures will also make use of the existing information available in the Town, the region, and state level to create an assessment that focuses on climate resiliency in Encinitas.

#### A: Perform Climate Vulnerability Assessment

The purpose of the climate vulnerability assessment is to identify the Town's exposure to the effects and impacts of climate change. More specifically, the primary effects caused by the initial impacts of increased GHG emissions (e.g., average temperature and annual precipitation amounts) and the secondary effects (e.g., drought, heat waves, flooding) that result from the primary effects). To perform the climate vulnerability assessment, the Project team will characterize the climate hazards and other climate effects that are anticipated to affect the Town.

The climate vulnerability assessment methodology is consistent with the APG framework and takes into consideration the Town's existing safety, hazard, and emergency planning policies, plans, and programs. The three analytical phases we recommend are:

- **Exposure.** The purpose of this phase is to understand existing hazards in the community and how they may change up until the year 2045. The Project team will use Cal-Adapt and other related, readily available state-wide tools to describe how climate hazards and other climate-change related effects are projected to change. Consistent with a APG guidance, the Project team will describe historical events and map climate change-related effects in GIS, where possible.
- **Sensitivity and Potential Impacts.** This phase compiles a list of population groups and community assets that are sensitive to localized climate change effects. The analysis will address any disproportional impacts that climate change may have on vulnerable communities across the Town (e.g., seniors, children, low-income, persons with disabilities, etc.). Using vulnerable communities data, the Project team will fill in data gaps with research from regional and state reports on climate impacts, and input from stakeholders.
- **Adaptive Capacity.** The intent of this phase is to evaluate the Town's current ability to cope with climate impacts. The ability to adapt is determined through two methods: First, a review of existing plans (specifically the LHMP and General Plan Safety Element) policies, and programs relevant to climate, hazards, emergency operations, or public safety.

The output of the climate vulnerability assessment is intended to inform the Town and community about which climate vulnerabilities are of the greatest concern and inform the development of adaptation measures and implementation mechanisms.

#### B: Identify Climate Adaptation Measures

The adaptation planning process aims to identify measures for preparing the community for the potential impacts of climate change through 2045 consistent with the outcome of the climate vulnerability assessment. The Project team will identify adaptation measures for each hazard risk based on level of severity (low-risk, medium-risk, and high-risk). The Project team intends to identify climate adaptation measures for the general community as well as those for San Anselmo government operations.

##### Develop Goals for Adaptation

In collaboration with the Town staff and stakeholders, adaptation goals will be developed that provide direction for achieving resilience and act as guideposts throughout the planning process and implementation. Establishing resilience goals builds transparency into the process, clarifies shared outcomes, provides the foundation for future project decisions, and informs development of tracking and evaluation metrics.

##### Prepare Adaptation Measures

In collaboration with Town staff and stakeholders, adaptation measures will be prepared after the review of vulnerabilities and confirmation of the Town's vision and goals for adaptation and resilience. We will develop



the adaptation measures consistent with the Town's existing or proposed policy framework (i.e., General Plan, MJHMP) so the adaptation measures are aligned with the expected outcomes and the terminology is consistent. Each goal drafted above should have a set of measures to support its achievement.

Adaptation measures may be general statements of policy preference or desired direction, and others are highly detailed and contain specific implementation direction. The Project team recommends categorizing strategies to provide direction for implementation. Examples include:

- Programmatic. Measures to expand or create new programs, activities, and initiatives.
- Plans, regulations, and policy development. Measures to develop or revise policies, plans, regulations, and guidelines

# Proposed Cost

Houseal Lavigne proposes an estimated fee of **\$246,453** for the Town of San Anselmo Housing, Safety, and Land Use Elements including all professional fees and project expenses related to the projects. If the Town favors our basic approach, we are willing to work with the Town staff to amend our scope of work as necessary to meet any budgetary constraints.

| Task   | Cost             |
|--|------------------|
| Task 1: Project Initiation and Coordination  | \$ 8,751         |
| Task 2: Background Review                    | \$ 8,751         |
| Task 3: Outreach and Facilitation            | \$ 27,987        |
| Task 4: RHNA Housing Assessment and Analysis | \$ 39,705        |
| Task 5: Rezoning                             | \$ 9,900         |
| Task 6: Prepare and Finalize Housing Element | \$ 45,010        |
| <b>Subtotal Housing Element Tasks</b>        | <b>\$140,104</b> |
| Task 7: CEQA Documentation                   | \$ 45,000        |
| Task 8: Safety Element Update                | \$ 45,000        |
| Contingency Budget                           | \$ 37,000        |
| <b>Direct Expenses</b>                       |                  |
| Houseal Lavigne                              | \$ 11,856        |
| CHPlanning                                   | \$ 1,978         |
| Atlas Planning                               | \$ 1,740         |
| Kimley-Horn                                  | \$ 775           |
| <b>Estimated Total Not-to-Exceed</b>         | <b>\$283,453</b> |