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RINCON CONSULTANTS, INC.

Environmental Scientists | Planners | Engineers



Proposal Submittal for
the City of Hayward

Housing Element Update, Climate Action Plan, Environmental Justice & Safety Element Update

RFP# 2123-052821

Submitted to:

City of Hayward

Attn: Leigha Schmidt, Acting Principal Planner
777 B Street
Development Services Department
Planning Division
Hayward, California 94541

July 15, 2021

Submitted by:

Rincon Consultants, Inc.

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July 15, 2021

Project No. 21-11455

Leigha Schmidt, Acting Principal Planner
City of Hayward, Development Services Department
777 B Street
Hayward, California 94541
Email: leigha.schmidt@hayward-ca.gov

Subject: Proposal for Housing Element, Climate Action Plan, Environmental Justice & Safety Element Update Requiring Amendments to Various General Plan Elements and Housing Related Zoning Amendments

Dear Ms. Schmidt:

Rincon Consultants, Inc. (Rincon) understands that the City of Hayward is seeking a consultant team to help create an effective and visionary document to address the City's regional housing needs allocation and greenhouse gas (GHG) emissions reduction goals in a way that focuses on the City's diversity and elevates equity to a place of paramount importance. We have been a partner with Hayward since 2017 and are excited for the opportunity to assist the City in developing a housing element and climate action plan (CAP) that addresses the Hayward community's values and meets the needs for current and future Hayward residents. We have assembled a team of highly skilled planning professionals who combine extensive experience with both the technical and policy aspects of Housing Element Updates, General Plan requirements, and CAPs; extensive knowledge of the California Environmental Quality Act (CEQA); and many years of experience working on similar projects throughout the State. We are proud of our team's ability to work effectively with City staff, decision-makers, and community groups to develop and implement innovative approaches and solutions.

To create an inclusive Housing Element for Hayward, Rincon has assembled an expert team combining subject matter expertise with local knowledge and relevant experience. Darcy Kremin, AICP, will serve as overall Program Lead and has extensive experience in Hayward, particularly in environmental compliance for multiple housing projects including the Mission Senior Development project. Ms. Kremin is also known for her strong project management and team building skills, having managed hundreds of public sector projects throughout her 20-year career.

To provide the City with an optimal team for successful execution of this effort, Rincon has partnered with firms that bring a wealth of experience and creativity for the required tasks and that have worked successfully together on multiple projects. In addition, through our work with Mintier Harnish in other jurisdictions, we have developed a relationship with the State Department of Housing and Community Development (HCD), deepening our knowledge of housing legislation and HCD's statewide requirements for 6th cycle Housing Element updates. We believe that our statewide experience with Housing Elements coupled with our local and regional knowledge are critical and give us a unique understanding of and sensitivity to the broad range of issues that will be important to the success of this project.

The Housing Element is an integral part of the City's General Plan and is required to be updated every eight years. Located in the Association of Bay Area Governments (ABAG) region, Hayward must adopt the Housing Element update by January 31, 2023. The Rincon team's overall approach will be to develop a Housing Element that reflects community preferences, provides for the housing needs of households of all income levels, and meets current State requirements. An important objective is to gain HCD certification in order to stay on an eight-year cycle, avoid potential legal action, and maintain eligibility for State and other funds.

The Hayward General Plan addresses the issue of housing, safety, and the environment in several ways. The General Plan also serves as the City Community Risk Reduction Plan to minimize community health risks, and the Natural Resources Element of the General Plan includes goals and policies designed to improve the health of the environment and Hayward residents, including with regard to greenhouse gas (GHG) emissions reduction. The Hayward General Plan also includes an integrated Climate Action Plan with policies and implementation programs to reduce Hayward's GHG emissions. The CAP Update will include GHG reduction measures that meet the City's new GHG emission reduction targets of 30 percent below 2005 levels by 2025, 55 percent below 2005 levels by 2030, and carbon neutrality by 2045 as well as climate change adaptation measures beyond those identified in the Shoreline Master Plan.

Rincon Team Strengths

Following is a summary of our team strengths, which are discussed in more detail in our full proposal.

Extensive Housing Element Experience. Rincon has completed or is currently assisting with Housing Element updates for key clients across California, deliberately working with a limited number of jurisdictions so we can deliver focused service to each client we serve. We are leading 6th cycle Housing Element updates for 21 jurisdictions, including currently working on five in the ABAG region, which is just beginning its 6th cycle updates. Combined with our partners at Mintier Harnish, our team has completed several dozen housing elements over multiple cycles.

Extensive General Plan Experience. The Rincon team has been completing comprehensive, technical, and single element updates for jurisdictions across California for 26 years, and Mintier Harnish is a premier comprehensive planning firm in California. In fact, Mintier Harnish led the City's 2040 General Plan Update, bringing a wealth of knowledge to the team. Together our firms have completed over 100 general plan updates, with Rincon specializing in environmental justice, natural hazards, and climate change policy, and Mintier Harnish leading land use, public services, and overall comprehensive planning services.

Extensive CAP Experience. Rincon has completed or is currently assisting with CAP updates for jurisdictions across California including, within the Bay Area, the Cities of Livermore, Pleasanton, Cupertino, Dublin, and Albany as well as Santa Clara and San Mateo Counties. We have prepared CAP updates for more than 60 cities and counties throughout the State.

Extensive Programmatic and Hayward CEQA Experience. Rincon has completed or is currently completing the CEQA documentation for a number of projects in Hayward. Rincon is preparing two Initial Study-Mitigated Negative Declarations (IS-MNDs) for industrial projects on Clawiter Road. Additionally, Rincon recently completed the Final EIR for a new industrial development project on Point Eden Way, adjacent to State Route 92 and the San Francisco Bay. Rincon will continue to assist the City with hearing on the Final EIR in July 2021. In addition to experience in Hayward, Rincon also has extensive experience preparing programmatic CEQA documentation. For example, Rincon prepared a programmatic EIR for Union City and is currently preparing a programmatic EIR for the Los Gatos 2040 General Plan. Rincon routinely completes programmatic CEQA documentation for housing elements across the state.

City of Hayward

Housing Element , Climate Action Plan, Environmental Justice and Safety Element Update

Seamless Team Collaboration. Rincon has selected our team for each partner's technical expertise and collaborative work style. Rincon has worked with each of the team members over multiple projects for the past several years, and we have an established process of iterative peer review and teamwork. Ms. Kremin as Program Lead with Della Acosta as Housing and Engagement Lead, Kelsey Bennett as CAP Lead, Reema Shakra as General Plan Lead, and Karly Kaufman as CEQA Lead have worked on numerous projects throughout the Bay Area, and Rincon has successfully partnered with each firm in recent years, including Mintier Harnish, the previous General Plan consultant for the City. We conduct our work in a seamless and coordinated manner, resulting in high-quality work products allowing for a streamlined review and adoption process.

Staff Dedicated to Hayward. Members of our leadership team are familiar with Hayward and are committed to the City and its goals. Our knowledge of the city and experience with the community enable a dedicated team invested in the outcomes of the Housing Element update.

Proven Innovation. Rincon's work in the Bay Area and across California illustrates creativity, innovation, and commitment to application and context, not just "best practices." Rincon's innovation shines via development of the GHG emissions tracking tool CAPDash, the hazard mitigation card game *Cards Against Catastrophe*, and ability to find workable solutions to complicated and nuanced problems. In addition, we bring a unique CAP funding strategy approach with our partner, Hatch, and an inclusive outreach strategy of working with local non-profits to engage sensitive community areas.

Our team is committed to helping Hayward achieve State compliance with its Housing Element and GHG emissions reduction in the timeframe required by HCD and CARB, respectively, and look forward to discussing this opportunity further with you. If you have any questions regarding this submittal, please do not hesitate to contact us.

Sincerely,

Rincon Consultants, Inc.



Darcy Kremin, AICP
Project Director

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Primary Contact



Richard Daulton, MURP
Principal/Vice President

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Contract Signatory



City of Hayward

Housing Element, Climate Action Plan,
Environmental Justice, and Safety Element Update

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Appendix A: Resumes of Key Personnel

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RINCON CONSULTANTS, INC.

Environmental Scientists | Planners | Engineers

Rincon at a Glance



13 offices



Local



28
Project Awards



350+
Staff



HAYWARD CITY HALL

1 Team

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1 Team

About Rincon Consultants

Rincon Consultants, Inc. is a multi-disciplinary planning and environmental science consulting firm that provides quality professional services to government and industry.

Our principal service is to provide planning and environmental compliance support to create and sustain innovative solutions to social, sustainability, and environmental issues. Rincon prides itself on the considerable depth of its staff, which includes certified urban planners, sustainability experts, environmental scientists and engineers, accredited LEED professionals, and specialists in areas such as land use policy, CEQA and NEPA practice, housing, public engagement, biological resources, cultural resources, water resources, climate change, noise, and air quality.

Professional Expertise

Rincon has over 26 years of experience preparing housing elements, general plans, specific and area plans, and environmental documents in various types of ecological, land use, and socioeconomic settings. Our mission is to provide our clients with high-level professional expertise, leveraging our local experience and diverse team of experts to create a plan that is contextual and implementable, and meets

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the requirements and needs of the community. Our approach to every project is centered upon the design and development of innovative solutions that respond to our clients' specific needs in a cost-effective manner.

Services

We have categorized our consulting services into six core areas: Environmental and Land Use Planning, Cultural Resources, Natural Resources, Sustainability Services, and Water Resources. We also maintain a Geographic Information Systems (GIS) and Graphics Communications group to enhance our documents and support our data analyses for projects addressing issues in these service areas.



Teaming Partners

mintierharnish Land Use Planning

Planning Tomorrow Today®

Mintier Harnish recognizes that the Housing and Safety Elements, like other general plan elements, will greatly impact the lives of those who live, work, and own property in a community. It is vital that these elements meet not only the requirements of State law, but more importantly, the needs of the community. Mintier Harnish prides itself on preparing housing elements that exceed the minimum standards for certification by the California Department of Housing and Community Development (HCD) and serve as a practical guide for day-to-day decision-making.

Mintier Harnish draws on its broad experience in preparing housing elements for diverse communities across California. Mintier Harnish is to apply innovative policy solutions and practical experience to the communities they work in. Their experience as general plan policy specialists helps them prepare housing elements that are consistent with the general plan. They stay connected to the latest updates concerning housing legislation and best practices, and continually update their extensive library of resources with current housing policy research.

KITTELSON Transportation Planning & ASSOCIATES

Kittelson's comprehensive areas of expertise include travel demand modeling and forecasting, transportation planning, development services, multimodal planning, traffic operations, bicycle and pedestrian planning, geometric design of roadways and intersections, transportation safety analysis, transit planning, grant application support, and research. The firm provides support for all stages of planning and environmental analysis, from site analysis through approval and construction.

Kittelson's long history of work in and with the City of Hayward includes the Hayward Downtown Specific Plan EIR and Route 238 Property Development Projects. Relevant projects for other agencies include the Marin County Housing Element, the San Carlos Housing Element, the Belmont Housing Element, and the San Mateo Housing Element and General Plan.



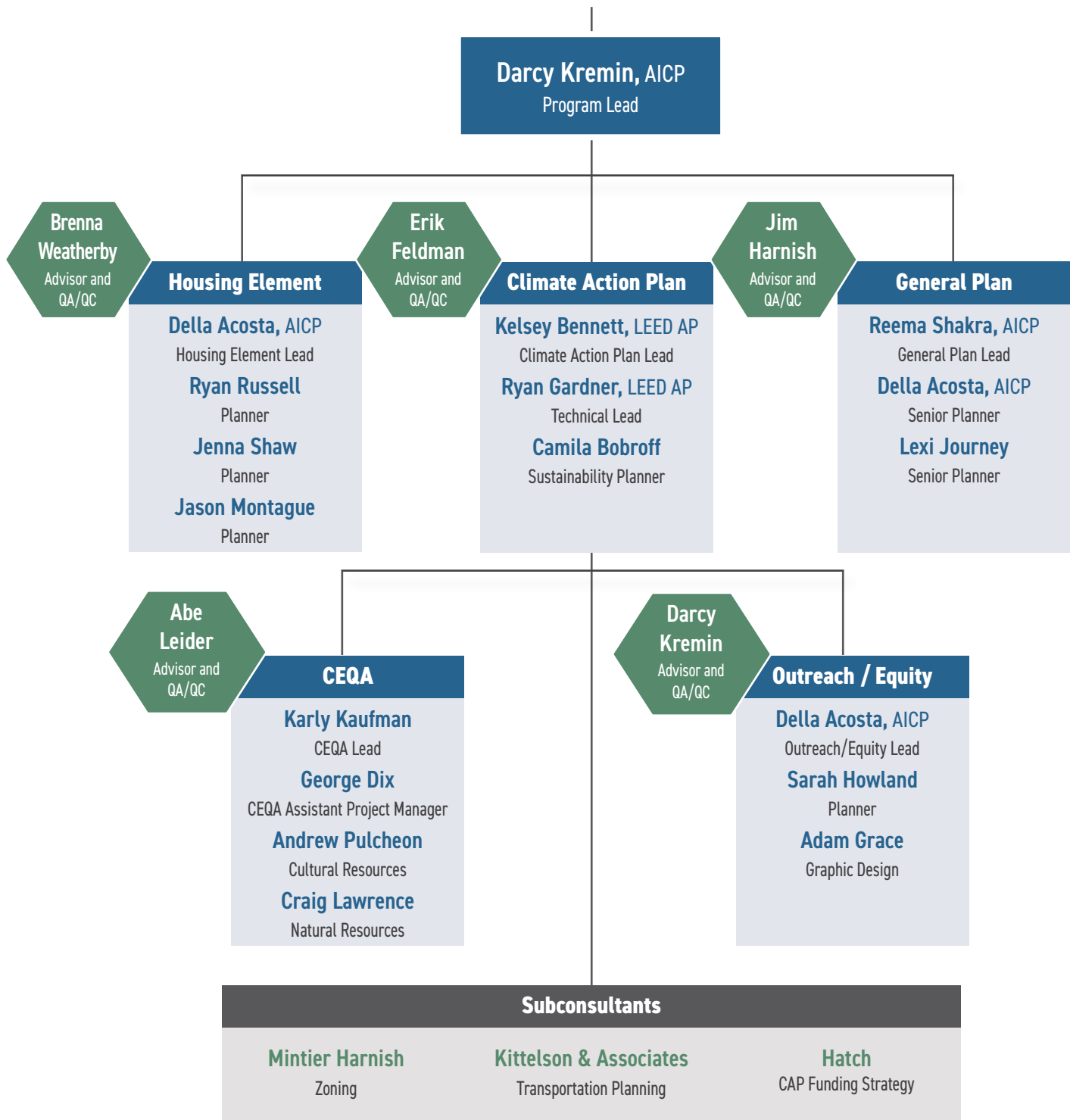
Climate Action Plan Funding Strategy

Established in 1965, Hatch has over six decades of business and technical experience encompassing energy, planning, real estate, technology, finance, engineering, and management and strategy consulting. With approximately 9,000 people in over 150 countries, Hatch creates positive change for clients, employees, and communities. The Hatch client base includes an impressive list of governments, owners, operators, lenders, and investors globally. While the firm's origins are in technical and engineering services, Hatch has evolved into a full-service strategic advisory firm focusing on clients' needs for upfront project structure, market intelligence, and decision-making frameworks to ensure that projects are defined and delivered with client objectives and priorities.

Urban Solutions is the economics and urban planning arm of Hatch, providing strategic urban economic services to public and private clients inspiring positive change in global cities with robust quantitative evidence, deep technical expertise, and ambitious strategic vision. Hatch's Urban Solutions group provides technical and strategic consulting services to governments as they face pressing problems resulting from climate change, resource scarcity, growing social inequity, rapid technological change and limited finance and leadership. With their team's exceptional skills in climate economics, funding and financing, strategy formulation, investment prioritization, and market and financial feasibility analysis, Urban Solutions builds upon Hatch's proven track record in the execution and delivery of major infrastructure projects to sharpen plans into investments. Hatch draws on implementation knowledge to ensure resilience, climate and other long-term plans define actions are feasible, achievable, and optimized, as well as linked to inclusive, broad-based measures of social and economic wellbeing.

Hatch has a long history of working on climate economics in the Bay Area, in California, across the U.S. and globally, with a particular focus on improving economic, social, and environmental outcomes in the context of major investment. In addition to their experience, they are passionate professionals committed to address pressing problems related to social equity, local economic development, urban ecology, and resilient communities in the Bay Area and beyond. They are engaged with pro bono efforts relating to equity in the context of climate resilience as well as provision of public infrastructure, and have incorporated social and environmental considerations and methods into projects for years.

Organizational Chart



Management Team



Darcy Kremin, AICP | Program Lead

Darcy Kremin has over 20 years of planning, CEQA, and NEPA experience for nonprofit, private, and public sector clients. Ms. Kremin has managed large projects for public utilities, including water and energy transmission, and dozens of development projects for cities and counties. She has managed large projects with multiple moving parts for agency and private clients. She has worked on a variety of environmental compliance documents and is well known for creative solutions to achieve CEQA compliance. Ms. Kremin has managed numerous large projects in multiple Bay Area cities for educational, commercial, and industrial projects, and is currently managing the City of San Leandro Housing Element update.



Brenna Weatherby | Housing Element Advisor

Brenna Weatherby has extensive experience in city planning, long range community planning, and discretionary permit processing throughout California. Her areas of expertise include planning and zoning compliance, housing development, General Plan, Specific and Master Plan Preparation, community outreach, and local facilities analysis. Ms. Weatherby is currently leading Housing Element updates and public engagement efforts in the cities of Carlsbad, Vista, Monterey Park, Corona, and Banning. Her experience with housing assessment and needs analysis, and the creation of housing goals, policies, and quantified objectives, allows her to develop creative solutions for communities facing large housing allocations. Ms. Weatherby is also skilled at leading multidisciplinary teams through strategic planning sessions and neighborhood forums for controversial projects, working closely with developers, citizens, City staff, and political stakeholders throughout the process.



Della Acosta, AICP | Housing Element/Outreach & Equity Lead

Della Acosta has extensive experience in comprehensive planning, public health, social equity, community engagement, and sustainability. She has a strong background in team and project management in both planning and community services positions and has managed a variety of long-range planning projects including general plans, land use and housing studies, and community ordinances. She contributes to successful projects involving land use and housing planning and policy, general plan and zoning updates and amendments, resiliency planning, public health and equity advancement, community empowerment, disadvantaged communities, and coastal resources, and is a trained and experienced community outreach and facilitation specialist who has led countless workshops, meetings, presentations, and innovative engagement activities.



Jim Harnish, JD | General Plan Advisor - Mintier Harnish

Jim Harnish specializes in project management for general plans, specific plans, and large private planning projects; CEQA compliance and environmental document peer review; zoning and regulatory ordinance preparation; and public outreach and consensus-building. He is currently Project Director on general plan updates for the cities of Gilroy, Los Gatos, Rohnert

Park, American Canyon, and Livingston, and the counties of Fresno, Sierra, and Ventura, and zoning code updates for the cities of Folsom, Gilroy, and Santa Clara, and the counties of Fresno, Mariposa, Merced, and Sierra.



Reema Shakra, AICP | General Plan Lead

Reema Shakra has a wide-ranging policy background, having prepared or managed general plan updates, climate action plans, local coastal program updates, corridor plans, and climate adaptation plans. She co-authored a step-by-step guidebook for the Southern California Association of Governments region which provides local governments with a compendium of tools, resources, and best practices to efficiently advance their climate adaptation planning process. Ms. Shakra is currently managing the safety element updates for several cities and is serving as senior advisor for climate vulnerability assessments for cities updating their climate action plans and general plans. Ms. Shakra has extensive experience conducting public outreach and engagement, having facilitated several dozen open house and community workshop meetings and advisory committee meetings, and presented at city council and planning commission hearings.



Erik Feldman, LEED AP | Climate Action Advisor

Erik Feldman oversees Rincon's statewide greenhouse gas reporting and carbon verification programs and is responsible for the leadership and development of Rincon's sustainability services. Mr. Feldman's experience includes GHG modeling and auditing, climate action planning, and environmental site assessment and remediation. Additionally, he is involved in a wide range of urban planning and land use studies, sustainable development review, CEQA and NEPA environmental documentation and permitting activities. Mr. Feldman applies this experience in the successful management of environmental and sustainability projects for variety of clients in the public and private sectors. He has managed and serves as a contributing consultant for a range of environmental and planning studies involving land/infrastructure development, sustainable design review, and in-fill development. Mr. Feldman is an experienced assessor of sustainable design, energy efficiency, and renewable energy regarding the environmental effects of development projects and sustainable certifications such as LEED and Green Marine. He also has experience managing remedial projects, including site investigations, regulatory agency and permit compliance, system design and implementation, and field oversight of groundwater and soil contamination.



Kelsey Bennett, LEED AP | Climate Action Plan Lead

Kelsey Bennett is well-versed in sustainability and environmental planning with expertise related to climate change and planning laws as well as CEQA. Her management background includes preparing, organizing, and overseeing climate action plan (CAP), environmental impact report (EIR), general plan and long-range development plan (LRDP), initial study/mitigated negative declaration, mitigation monitoring reporting program (MMRP), climate change vulnerability assessment (CCVA), and CEQA GHG Checklist and Threshold documents. She has managed a broad range of multi-faceted projects, such as climate/sustainability/land use planning, GHG reduction, energy, water, health care, civic, education, conservation/restoration, residential,

commercial, recreation, and transportation. She has prepared natural and social resources analyses in many technical areas, such as GHG emissions, energy, hazards, aesthetics, biological resources, and hydrology. Her climate experience includes climate analyses (contribution to climate change and climate adaptation) as part of impact assessment and policy development via CAP/general plan policies to reduce GHG emissions.



Abe Leider, AICP CEP | CEQA Advisor

Abe Leider has extensive experience in the planning field and has managed or primarily authored successful planning and environmental documents on subjects ranging from regional resource management and land use regulation to complex public and private development projects. He is proficient at interpreting State and federal planning and environmental regulations and guidelines, as well as developing thorough and clear environmental documentation. Mr. Leider is experienced at providing professional contract planning support in all facets of the project review and permitting process to small, mid-sized and large jurisdictions throughout California. He has prepared informational and technical reports on a range of planning and environmental topics, including general land use trends, agriculture, biology, and aesthetics/visual resources.



Karly Kaufman | CEQA Lead

Karly Kaufman has significant experience in the environmental industry, including CEQA project management. She is involved in managing CEQA and NEPA documentation and technical air quality, GHG, and noise impact analyses for a variety of clients throughout the State. Ms. Kaufman specializes in advising on and managing programmatic CEQA documentation for long-range plans and zoning programs such as for General Plans, Specific Plans, and zoning ordinance amendments. She also manages CEQA documentation for residential and commercial development projects and for large-scale transportation projects. She has prepared and managed Environmental Impact Reports, Initial Studies, Negative Declarations, and Categorical Exemptions, and also prepares CEQA guidance, training, and templates for key clients.



George Dix | CEQA Assistant Project Manager

George Dix's professional experience has focused on environmental planning and review, including CEQA and NEPA compliance, impacts analyses and development of mitigation measures, permitting, biology, and project management. George has worked on many diverse and complex CEQA and NEPA projects, which has included managing and authoring Categorical Exemptions, Initial Studies (IS), Environmental Impact Reports (EIR), Categorical Exclusions, Environmental Assessments (EA), and Environmental Impact Statements (EIS). He is also well experienced in wetland permitting, including Section 404 permitting with the U.S. Army Corps of Engineers and 401 permitting with Regional Water Quality Control Boards. His duties at Rincon include preparing and managing environmental documents and permit applications in support of CEQA and NEPA.



I really can't tell you enough how much I value and enjoy working with you and the Rincon team. Our housing sites rezone project has been insanely complicated, fraught with public controversy, and the first in our area to address the new requirements. Fortunately, your team at Rincon GETS IT! Thank you for understanding the public process and recognizing the value of public input in all of our work. Most of all, thank you for well-written documents that have been internally reviewed by your staff prior to being sent to us! I can't begin to tell you how many hours that has saved my staff. We appreciate you!

*– Jane Riley, AICP
Comprehensive Planning
Manager (Retired)
County of Sonoma*

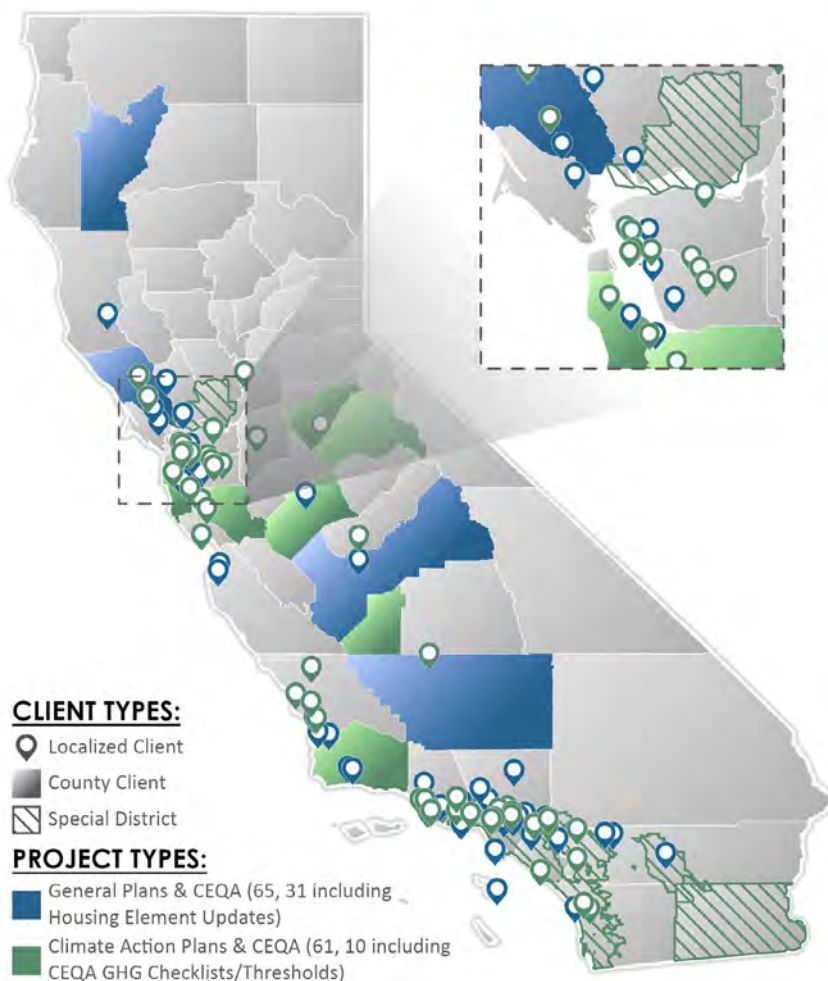


An aerial photograph of a suburban neighborhood. In the foreground, there are several two-story houses with light-colored walls and brown tiled roofs. The houses are surrounded by lush green trees and shrubs. A paved road with a white line runs along the left side of the image. In the background, there is a large body of water, possibly a lake or a wide river, and distant mountains under a clear blue sky. The overall scene is bright and sunny.

2 Experience

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2 Experience



Rincon prepares housing elements throughout California in various types of land use, environmental, and socioeconomic settings. Our planning group is involved with only a select number of housing element assignments at a time, ensuring undistracted focus on the issues relevant to those select projects. Our team's statewide experience highlights a breadth and depth of knowledge of our internal staff and teaming partners, demonstrating the strength we can bring to the City's Housing Element Update, Climate Action Plan, Environmental Justice and Safety Element Update.

Rincon has extensive experience in climate planning and CEQA as well as in implementation and monitoring. We have conducted CEQA analysis in nearly every city in California for more than 26 years and provided Climate Action and Adaptation Planning for jurisdictions across California by supporting climate action, adaptation, and implementation and building cutting edge tools to track improvement over time. We have also developed qualified CAPs and associated project-level CAP compliance checklists and CEQA GHG thresholds for CEQA tiering.

Projects through a Racial Equity Lens

The drive for sustainable communities and cities is not simply a call for a greener world, but for a more equitable one that mitigates and hopefully reverses environmental injustices that have disproportionately affected people of color. Approaching each project through a racial equity lens, our work showcases our growing ability and understanding of how best to serve disadvantaged communities, elevate their voices during the project process, and adjust project outcomes to avoid disproportionate impacts to Black, Indigenous People of Color (BIPOC) communities. The projects included in this section showcase Rincon's efforts to create a more sustainable and equitable future.

Local Experience

Rincon has been providing comprehensive environmental analysis services in accordance with CEQA or NEPA for the City of Hayward since 2017. Select notable projects include:

- 22626 4th Street Residential Project IS-MND
- Hayward Shoreline Master Plan 15262 Exemption Report
- CEQA Program Guidance and Templates
- Gading II Residential Project IS-MND
- Harvey Avenue Residential Project IS-MND
- Pine Vista Condo Project Environmental Consistency Checklist Pursuant to CEQA Guidelines Section 15183
- Mission Family Apartment Project Environmental Consistency Checklist Pursuant to CEQA Guidelines Section 15183
- Eden Village II Residential Project Environmental Consistency Checklist Pursuant to CEQA Guidelines Section 15183
- Clearbrook Circle Church Project IS-MND





Housing Element Experience

6th Cycle Housing Element Update

City of Palo Alto

Reference

Tim Wong, Senior Planner
City of Palo Alto
250 Hamilton Avenue
Palo Alto, California 94002
650-329-2493
tim.wong@cityofpaloalto.org

Project Duration

March 2021 to Present
Expected completion February 2023

Rincon Fee

\$523,325

Rincon is assisting the City of Palo Alto in the preparation of their Housing Element Update, including subsequent amendments to the Comprehensive Plan and Zoning Ordinance. The project was initiated in March 2021 with an intensive community engagement process that included the establishment of a Housing Element Working Group and the initial priority of inventorying the existing, but underutilized and available housing sites and conducting environmental constraints analyses for air quality, biological resources, cultural resources, GHG emissions, noise, and transportation.

Rincon is leading an extensive public outreach and information process, including overseeing the housing element working group meetings. Rincon will review legislation including those related to environmental justice, GHG emissions, infill and affordable housing development, vehicle miles traveled, climate change adaptation and resiliency including threats from wildfire and sea level rise. Rincon will then review other Palo Alto land use documents to determine if additional amendments are necessary. We will prepare revisions to existing goals, policies, and actions, and propose new goals, policies, and actions, as appropriate. Rincon will also prepare a Supplemental EIR to address environmental impacts that have not already been addressed in the existing General Plan EIR.

While Palo Alto does not have any disadvantaged or environmental justice communities, the city struggles to meet its low- and very-low income housing unit requirements and accommodate low-income families. To help address this issue in the 6th cycle Housing Element, the City has included a diverse range of needs, income levels, and perspectives on the Housing Element Working Group, including residents living in low-income housing, affordable housing developers, and housing advocates. In addition, all engagement materials and surveys for the project are translated into both Spanish and Chinese to ensure members of the community can participate in the language they are most comfortable.

6th Cycle Housing Element Update (2021-2029)

City of Corona

Reference

Joanne Coletta, Community
Development Director
City of Corona
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Corona, California 92882
951-736-2434
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Project Duration

October 2020 to Present
*Expected completion October
2021*

Rincon Fee

\$151,723

Rincon is currently leading the City of Corona Housing Element Update team. Jurisdictions in the SCAG region, including Corona, are in the process of transitioning from the 5th Cycle planning period to the 6th Cycle planning period, which covers an eight-year span from 2021-2029. The Rincon/VTA team is actively working to analyze the Sites Inventory contained in the 2013-2021 Housing Element to determine which sites can be utilized to meet the 6th Cycle RHNA allocation. Corona's current demographics and land use patterns have led to the allocation of a higher number of lower income units, which is proving to be somewhat challenging given the lack of vacant land in the City. We are identifying underutilized sites that may be redeveloped with residential uses in the coming years as well as sites that could potentially be re-zoned to a residential or mixed-use zoning category to accommodate the City's RHNA allocation. In addition, the team has also worked closely with HCD to develop meaningful fair housing actions that comply with State legislation.

Rincon is also guiding the City through the public engagement process through the development of online survey questions and facilitation of stakeholder meetings and general public and decision maker workshops. Due to COVID-19, all engagement was virtual, including public surveys and workshops, which posed some challenges. However, we have relied on HCD guidance and a more robust engagement program including additional engagement meetings, multiple language flyers, and staff resources such as email and social media blasts to engage the community.





6th Cycle Housing Element, Safety Element and Environmental Justice Update City of Monterey Park

Reference

Jason Moquin, Planning
Manager
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Monterey Park, California
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Project Duration

March 2021 to Present
Expected completion
September 2022

Rincon Fee

\$397,743

The City of Monterey Park is preparing an update to their Housing Element as part of the 6th Regional Housing Needs Assessment Cycle. Rincon is preparing the housing element on an aggressive timeline to meet the State deadline of October 2021. Rincon conducted a sites inventory analysis and identified over 5,000 housing sites to address the City's allocation, examining lot size, existing zoning, general plan land use designations, and redevelopment trends. Rincon is also preparing an update to the Safety Element with the preparation of a vulnerability assessment that identifies communities most at-risk from extreme heat, worsening air quality, extended drought conditions, and more extreme storm events. The Safety Element update will also examine evacuation constraints consistent with Senate Bill 99 requirements. In support of a new, stand-alone Environmental Justice Element, Rincon will be preparing a technical report identifying disadvantaged communities and their disproportionate exposure to pollution, health outcomes, and access to services and amenities. Rincon is leading the public engagement effort, convening focus group meetings and hybrid virtual and in-person meetings, hosting a project website with a participatory mapping exercise, and handling a variety of notification methods, including generating social media posts, e-blasts, and newspaper ads and flyers.

Rincon prepared a public engagement strategy based on a demographics analysis that identified language barriers, internet and computer access barriers, as

well as other community characteristics that will help to inform outreach to hard-to-reach community groups. Rincon conducted an extensive stakeholder mapping exercise to identify community-based organizations and organizations and agencies that serve underrepresented populations to solicit input throughout the planning process. Stakeholders invited to focus group meetings will not only provide input on the general plan update but will also inform the engagement strategy, to ensure an equitable engagement approach that is tailored to Monterey Park needs.

Rincon also designed the [Housing Element Update Website](#), where project updates, community workshops, and resources are housed.



[Monterey Park Housing Element Website](#)
designed by Rincon

6th Cycle Housing Element Update and General Plan Maintenance

City of Carlsbad

Reference

Scott Donnell, Senior Planner
City of Carlsbad
1635 Faraday Avenue
Carlsbad, California 92008
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scott.donnell@carlsbadca.org

Project Duration

January 2020 to Present
Expected completion July 2021

Rincon Fee

\$698,085

Rincon, in partnership with Mintier Harnish, is assisting the City of Carlsbad in the preparation of their 6th Cycle Housing Element update. The project began in January 2020, with the initial priority of inventorying the existing, but underutilized, and available housing sites, and coordination with HCD to address concerns regarding re-zoning and up zoning. We prepared revisions to existing goals, policies, and actions to ensure consistency with recent State legislation and the update Housing Element and to promote implementation of the Housing Element goals.

Throughout the project Rincon has led public outreach and information management, including overseeing the citizen housing advisory committee meetings, maintaining the project website, and developing surveys and informational materials. Rincon also reviewed legislation including those related to environmental justice, infill and affordable housing development, climate change adaptation and resiliency including threats from wildfire and sea level rise and made recommendations to the City regarding required updates to the General Plan. Rincon also prepare an Environmental Impact Report (EIR) Addendum to address environmental impacts resulting from the Housing Element update that have not already been addressed in the existing General Plan EIR.





Climate Action Plan Experience

Climate Action Plan Update

City of Livermore

Reference

Tricia Pontau
City of Livermore, Community
Development Department
1052 S. Livermore Avenue
Livermore, California 94550

925-960-4400
pepontau@cityoflivermore.net

Project Duration

January 2020 to Present
Expected completion
January 2022

Rincon Fee

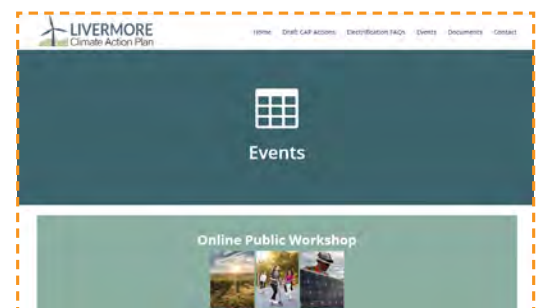
\$215,000

Rincon is leading the team that is assisting the City of Livermore in updating its Climate Action Plan (CAP). The updated CAP will provide the basis for prioritizing, budgeting, implementing, and monitoring greenhouse gas (GHG) emission reduction strategies as the City strives to reach carbon neutrality by 2045. As part of the work scope Rincon conducted a full suite of baseline assessment technical studies including an inventory update, forecast to 2045, and a vulnerability assessment.

Based on the results of the technical documents, Rincon then worked with City staff, the climate action planning advisory committee (CAPAC), and other stakeholders to develop a suite of GHG reduction and adaptation strategies that fit the City's unique blend of technological advancement (Lawrence Livermore and Sandia National Laboratories) and agricultural roots. Measures include electrification ordinances, education and outreach campaigns, EV infrastructure upgrades, and carbon sequestration opportunities. Rincon partnered with HIPInvestor who will be developing a complete funding and financing strategy for the CAP actions, helping to pave the way for implementation after the CAP is adopted.

At project wrap up, Rincon will also complete a CAPDash cloud-based monitoring tool for the City to track their implementation progress over time as well as complete GHG inventories quickly and easily.

Rincon designed the [Livermore CAP website](#), which houses project updates, newsletter sign up, event information, documents and Frequently asked questions.



[Livermore CAP Website](#), designed by Rincon

Climate Action Plan Update

City of Cupertino

Reference

Andre Duurvoort,
Sustainability Manager
City of Cupertino
10300 Torre Avenue
Cupertino, California 95014
408-777-3362
andred@cupertino.org

Project Duration

May 2021 to Present
Expected completion October 2022

Rincon Fee

\$100,000
*(additional pending
amendments to cover
CAPDash tool, CAP IS-ND,
and CEQA GHG Checklist/
Thresholds)*

Rincon is leading the team that is assisting the City of Cupertino in updating its Climate Action Plan (CAP). The updated CAP will provide the basis for prioritizing, budgeting, implementing, and monitoring greenhouse gas (GHG) emission reduction strategies as the City strives to reach carbon neutrality by 2045. Rincon has peer reviewed the City's GHG inventories and climate change vulnerability assessment, provided adaptation recommendation for integration into the next General Plan Safety Element Update, and is currently preparing GHG forecasts and gap analysis through 2045. The Rincon team in conjunction with Cascadia Consulting Group is also assisting the City with an equitable outreach campaign. In order to reach a wide range of stakeholders and aspects of the community, including sensitive community areas, the team is finding creative ways of encouraging a wider segment of the population to participate in CAP Update visioning, including via provision of a stipend to encourage attendance and participation in related community engagement meetings.

Upon completion of the GHG forecasts and gap analysis and based on input from stakeholders and the overall community regarding the CAP Update, Rincon will assist the City with development of a suite of GHG reduction measures, GHG reduction quantification and assessment of community co-benefits of such measures, and CAP Update document preparation. The City has also requested Rincon's assistance with preparation of a Cupertino-specific CAP implementation tracking and monitoring tool (Rincon's CAPDash tool), CEQA assessment of the CAP Update, and a CEQA GHG Checklist for future CEQA streamlining related to City CEQA GHG emissions analyses. These various steps also help to pave the way for implementation after the CAP is adopted. The Cupertino CAP Update will be a qualified GHG reduction plan in compliance with CEQA Guidelines 15183.5.



Climate Action Plan Update and Initial Study-Negative Declaration

City of Pleasanton (subconsultant)

Reference

Andrea Martin, Climate Action
Director
Cascadia Consulting Group
1710 Franklin Street #310,
Oakland, California 94612
206-395-4322
andream@cascadiaconsulting.com

Project Duration

January 2020 to Present
Expected completion
August 2021

Rincon Fee

\$79,825

Rincon is currently working as a subconsultant to Cascadia Consulting Group on the Pleasanton CAP Update. Rincon's role is to manage the technical analyses related to GHG inventories review and update, forecasts and target setting development, CAP GHG reduction measures analysis, and CAP CEQA review. For the GHG emissions forecasts and reduction targets, Rincon has been utilizing its customizable GHG emissions forecasting model, along with relevant information from the existing GHG emission inventories, to forecast "business as usual" ("BAU") scenarios for community-level emissions in Pleasanton for 2025, 2030, 2045, and 2050, consistent with SB 32, Executive Order (EO) B-55-18, and EO S-3-05. Rincon has also been using the City's existing GHG emissions inventories to generate per-capita and gross reduction targets in line with SB 32 and EO B-30-15.

Rincon is also conducting CEQA environmental analysis of the CAP Update via preparation of a programmatic CAP Update IS-ND in compliance with CEQA and CEQA Guidelines. Upon adoption of the CAP Update and CAP Update IS-ND, Rincon will also prepare a City CEQA GHG Emissions (i.e., CAP Consistency) Checklist for future project CEQA GHG emissions analysis streamlining purposes. The CAP Update will be a qualified GHG reduction strategy per CEQA Guidelines Section 15183.5.

CEQA Experience

6th Cycle Housing Element Update

City of Belmont

Reference

Jennifer Rose, Economic
Development & Housing
Manager
City of Belmont
1 Twin Pines Lane
Belmont, California 94002
650-595-7453
jrose@belmont.gov

Project Duration

January 2021 to Present
Expected completion
December 2022

Rincon Fee

\$265,550

Rincon is helping the City of Belmont with its 6th Cycle Housing Element in compliance with state law. Rincon's role includes assisting in identifying opportunity sites and providing content for an informational webinar regarding the Housing element process and mandatory requirements for City Council.

Rincon will also prepare the Program EIR including required CEQA alternatives. In addition, Rincon is assisting the City with initial outreach and providing an interactive map for public input.

Why Does the City Need a Housing Element?

- To create vibrant community for everyone
- To be in compliance with State Law
- Because a noncompliant General Plan creates the potential for being sued when making land use decisions
- Because a City could be ineligible for State and Federal housing, community development and infrastructure funding and grant programs



4/28/2021

Housing Element 101 3

Presentation prepared by Rincon for the City of Belmont

Rezone Sites for Housing Project Environmental Impact Report

County of Sonoma

Reference

Nina Bellucci, Planner II
County of Sonoma
2550 Ventura Avenue
Santa Rosa, California 95403
707-565-1236
nina.bellucci@sonoma-county.org

Project Duration

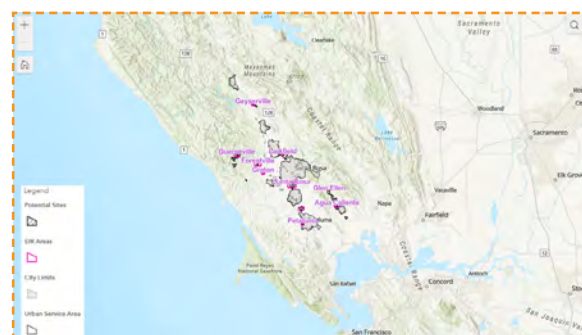
November 2019 to Present
Expected completion March 2022

Rincon Fee

\$420,000

Rincon prepared a Program EIR for the County's Rezone Sites for Housing Project (draft published April 2021). The proposed project will identify sites to be added to the County's General Plan Housing Element site inventory to comply with State law and will implement current General Plan Policies and Programs that require the County to identify urban sites near jobs and transit that may appropriately accommodate additional housing. It will also identify appropriate sites on which to place the Workforce Housing Combining Zone, which would allow the development of jobs and/or housing on the same site or within walking distance from one another. Specifically, project implementation would rezone up to 59 urban sites in designated Urban Service Areas throughout unincorporated Sonoma County. The project would add sites to the County's Housing Element site inventory to comply with new inventory requirements in Housing Element law; implement current General Plan policies and programs to consider a variety of sites for higher-density and affordable housing, and encourage the identification of urban sites near jobs and transit to appropriately accommodate additional housing. Rincon held a virtual public scoping meeting and will provide support for additional virtual public meetings as the CEQA process continues.

Rincon planning and GIS staff created an online interactive mapping using ArcGIS to receive scoping comments and comments on the Draft EIR. The map can be found here: <https://bit.ly/3rT937B>. Key environmental issues include historic resources, vehicle miles traveled and wildfire impacts.



[Interactive map for public input](https://bit.ly/3rT937B)

General Plan Update and 6th Cycle Housing Element Update

City of Pleasant Hill (subconsultant)

Reference

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

Project Duration

April 2019 to Present
Expected completion July 2021

Rincon Fee

\$220,000

Rincon is assisting with the comprehensive update to the Pleasant Hill General Plan and 6th Cycle Housing Element, including community engagement, the preparation of an existing conditions workbook, policy document, and program environmental impact report (EIR). The General Plan is being updated to be consistent with recent State law changes and the 2017 OPR General Plan Guidelines. This updated General Plan will provide guidance for the future development of the City and the final document will be responsive to the vision of the residents of Pleasant Hill. In addition to updating the State-mandated and optional elements, Rincon is assisting with addressing additional topics such as conservation of natural resources, sustainability, climate change adaptation, and natural hazard mitigation within the general plan elements. Rincon will be developing a comprehensive implementation program for these topic areas that include short-, medium-, and long-term actions for the City to implement Plan goals and policies that will include measurable, tangible indicators against which progress can be assessed.

Rincon will also prepare the Program EIR for the general plan, which will evaluate the potential physical impacts of the General Plan's goals, policies, and programs. While the team always strives to prepare a self-mitigating plan, environmental analysis often reveals additional policy direction that can be folded back into the elements, thereby streamlining future actions consistent with the General Plan.



Teaming Partner Experience

Mintier Harnish



2040 General Plan Update and Program Environmental Impact Report City of Hayward

Reference

Sara Buzier, Planning Manager
City of Hayward
777 B Street
Hayward, California 94541
510-583-4191
sara.buzier@hayward-ca.gov

Project Duration

3 years (approximate)

Mintier Harnish Fee

\$1,171,210

Mintier Harnish managed a multi-disciplinary consulting team in a comprehensive update of the City of Hayward General Plan and preparation of a Program EIR. The General Plan incorporated new City initiatives within the context of several significant changes in State law and a comprehensive strategy for how the City can address climate change and sustainability. City staff took a major role in updating the General Plan in-house.

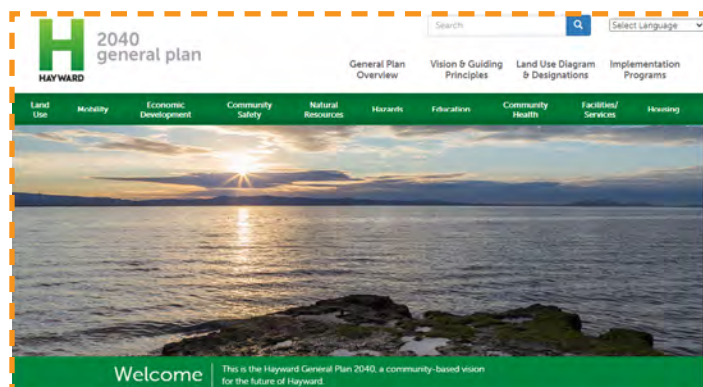
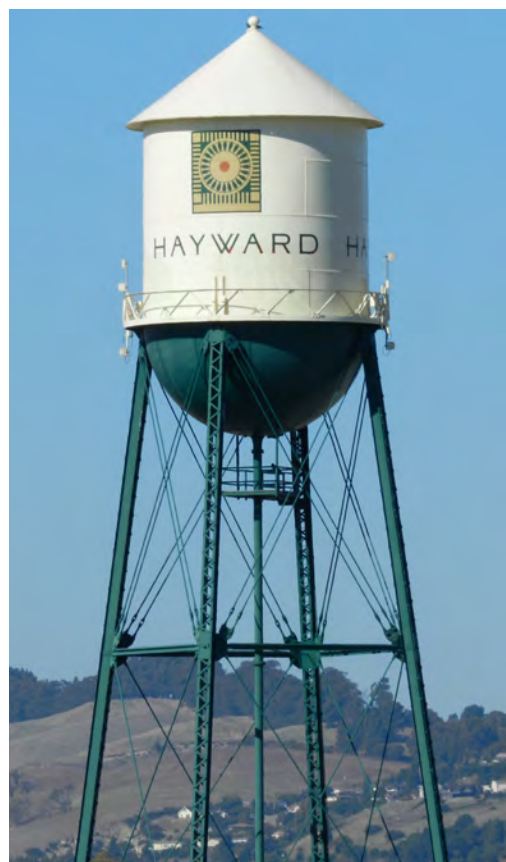
Mintier Harnish worked closely with City staff and the team of consultants to produce an innovative and compelling plan for Hayward's future. We conducted focused Do-It-Yourself General Plan® training sessions with City staff throughout the Update process.

The resulting 2040 General Plan established a new Vision for the city of

Hayward

and included several unique elements, including a Community Health and Quality of Life Element and an Education and Lifelong Learning Element. The General Plan was also developed as the City's Community Risk Reduction Plan and as the City's Climate Action Plan. The City Council certified the Final PEIR and approved the Hayward 2040 General Plan in July 2014.

Following adoption, the Mintier Harnish team created a web-based, fully searchable online General Plan (www.hayward2040generalplan.com).



General Plan, Housing Element, Zoning Code Update, and Objective Standards

City of Gilroy



Reference

Julie Wyrick, Customer Service Manager
City of Gilroy
7351 Rosanna Street
Gilroy, California 95020
408-845-0451
julie.wyrick@cityofgilroy.org

Project Duration

July 2014 to December 2020
4 years, 5 months

Mintier Harnish Fee

\$3,007,002

Mintier Harnish is currently leading a multi-disciplinary consulting team to update the City's General Plan and Zoning Code Updates. The General Plan Update is focused on engaging the community, economic growth, fiscal sustainability, and transforming and revitalizing infill areas.

The City of Gilroy is located on the periphery of the Bay Area, but still strives to maintain its small-town character. The Mintier Harnish team worked with the City to ensure a balance between these sometimes-competing factors throughout the visioning and alternatives processes. The project included 40 GPAC meetings, six community workshops, a robust alternatives analysis, and one of the first Environmental Justice Elements. The updated General Plan was adopted at the end of 2020. Mintier Harnish also prepared the 5th cycle Gilroy Housing Element, which was adopted on December 1, 2014.

Mintier Harnish is currently leading a team to prepare a comprehensive update of the City's Zoning Code. Key elements of the update include compliance with Federal and State laws and regulations, implementation of the general plan, including new mixed-use and innovative zoning districts, and housing supply-related provisions addressing ADUs, objective multifamily residential design standards, streamline housing development approvals, and missing middle housing whitepaper.



Kittelson and Associates



Hayward Downtown Specific Plan Environmental Impact Report

City of Hayward

Reference

Steven Chang, Transportation Planner
City of Hayward
777 B Street
Hayward, California 94541
510-999-6378
steven.chang@hayward-ca.gov

Project Duration

November 2016 to
December 2019
3 years, 1 month

Kittelson Fee

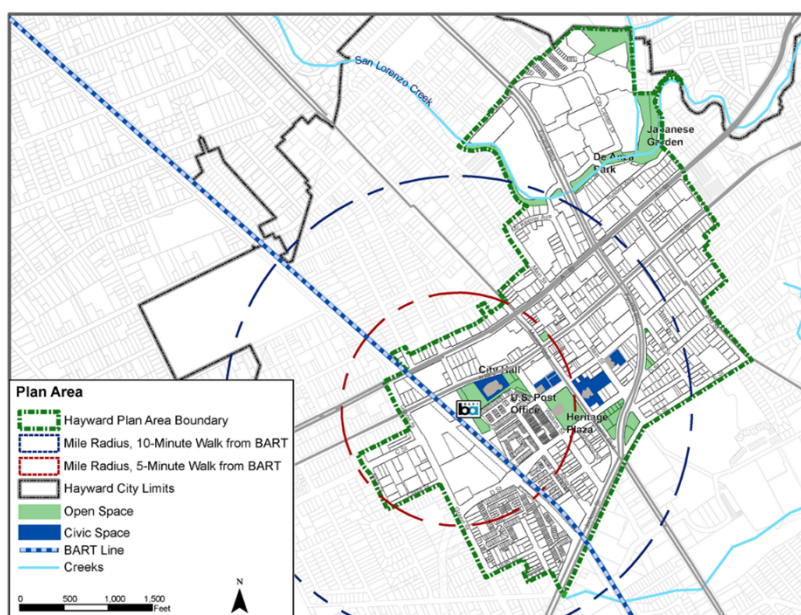
\$47,670

Kittelson provided transportation analysis support to the City of Hayward and Lisa Wise Consulting for its new Downtown Specific Plan. This plan replaced six different overlapping planning and zoning documents adopted between 1987 and 2002 and furthered the city's General Plan goals and policies encouraging compact development near transit, reducing local and regional traffic congestion and greenhouse gas emissions, and increasing multimodal access to and from downtown Hayward. Kittelson's work on the project included conducting a detailed origin/destination analysis using Streetlight Data to understand the level of cut-through traffic using downtown streets, and travel demand modeling using the Alameda Countywide Model to project future conditions analyses. In combination, these data sources were used to create a better understanding of current and future travel patterns, which were compared to the current transportation network to determine deficiencies and opportunities for enhancements. Based on these reviews, a series of mobility and circulation recommendations were made for inclusion in the Downtown Specific Plan. Primarily, these improvements were focused on improving local connections and connectivity and included reimagining the design of the local and regional roadway network.

Kittelson also led the transportation/traffic section of the related Environmental Impact Report (EIR); this included the analysis of multiple circulation alternatives to assess the effects of converting the downtown area's one-way street network to

two-way streets and implementing a series of road diets. Kittelson identified the potential effects of the new plan on existing and future conditions, which included multimodal assessments using the applicable city and county analysis standards.

The project won a 2020 Award of Merit (Comprehensive Plan - Large Jurisdiction) from the American Planning Association, Northern California Chapter.



Route 238 Property Development Projects

City of Hayward



Reference

Jennifer Ott, Deputy City Manager
City of Hayward
777 B Street
Hayward, California 94541
510-583-4302
jennifer.ott@hayward-ca.gov

Project Duration

July 2018 to March 2020
Ongoing project level analysis for each parcel

Kittelison Fee

\$47,670

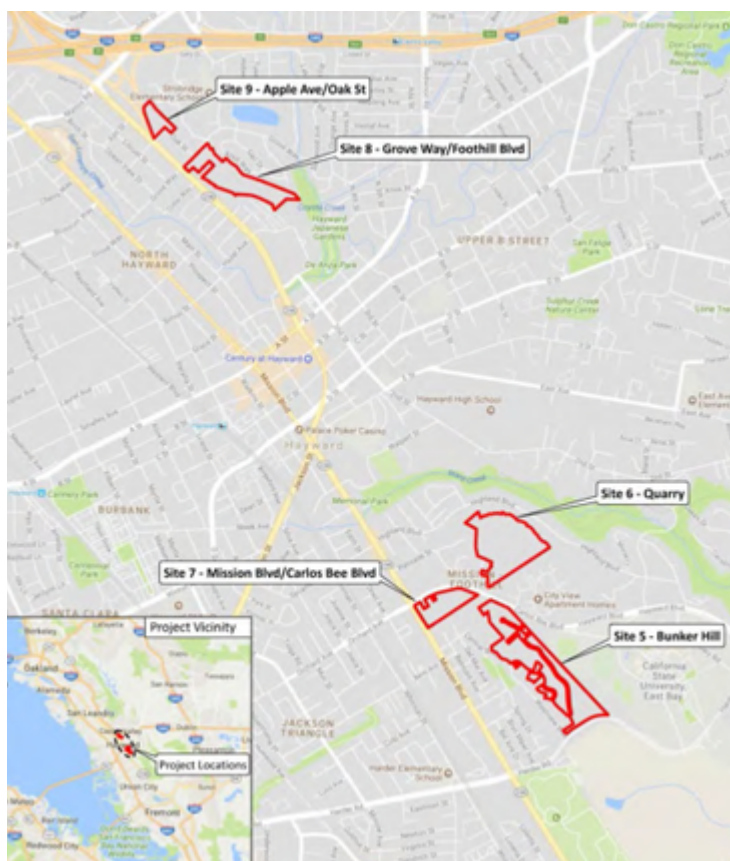
The City of Hayward is developing some of the many Caltrans-owned properties in the abandoned State Route 238 bypass right-of-way, in particular the properties around Mission Boulevard and Carlos Bee Boulevard (near the California State University, East Bay, campus). Kittelson has been conducting traffic and transportation analysis for the planning phase of five key parcels. The preliminary study was led by the City's Economic Development Department; Kittelson was a subconsultant to Design Workshop. Kittelson conducted subsequent work under contract to a prime consultant.

Parcel Groups 5 and 6. Following a review of multimodal opportunities and constraints around these two sites, sensitivity testing to compare development potential to local traffic operations, and recommendations regarding site access signalization, Kittelson prepared a transportation impact analysis report for these two sites. This included LOS and queuing analysis of 12 study intersections for near-term and cumulative conditions. Kittelson conducted travel demand modeling using the City General Plan model for the cumulative scenario. In addition to developing operational improvements for the study intersections, Kittelson reviewed and provided recommendations for new access locations off Carlos Bee Boulevard. The report included analysis and recommendations for existing and future transit, bicycle, and pedestrian facilities, as well as traffic calming to discourage diverted or pass-through traffic on local roads.

Kittelison is currently preparing a focused local transportation analysis of Parcel Group 5, including an examination of intersection visibility and sight distance, parking supply, and access and circulation, and preparation of traffic calming concept plans.

Parcel Group 8. As part of the five-parcel environmental constraints analysis, Kittelson conducted a multimodal opportunities and constraints analysis of Parcel Group 8. This included a review of on- and off-site pedestrian and bicycle facilities as well as nearby bus stop amenities and access. Kittelson also conducted a preliminary near-term operations analysis of nearby intersections.

Parcel Group 9. Following a review of multimodal opportunities and constraints around the project site, Kittelson prepared a transportation impact analysis report for Parcel Group 9, which included LOS and queuing analysis of five study intersections for near-term and cumulative conditions. In addition, Kittelson reviewed potential project-related effects on local transit, pedestrian, and bicycle facilities, with recommended improvements to improve conditions.



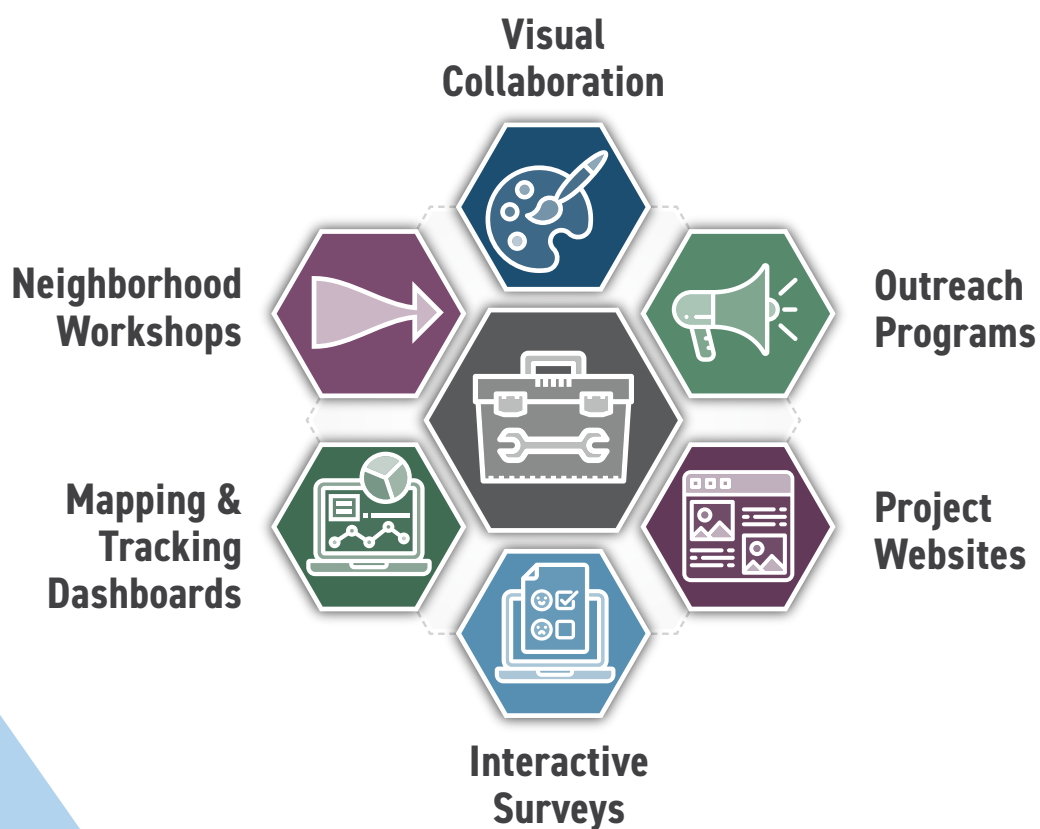
Parcel Group 3. To support the development of 180 affordable rental apartments and a charter school at the northeastern corner of Mission Boulevard and Tennyson Road, Kittelson conducted an analysis of existing transportation conditions, opportunities, and constraints. A review of the existing roadway, transit, bicycle, and pedestrian networks formed the baseline for this report. In addition to a preliminary review of Existing Plus Project level of service at nine study intersections, this report included an analysis of driveway and nearby intersection sight distance and detailed opportunities and constraints related to vehicular operations, safe sight distance, vehicular safety, traffic calming, pedestrian accessibility, bicyclist accessibility, and transit accessibility. Special concerns included the steep grade on Tennyson Road and accessibility for students walking or bicycling to and from the project site. At this time, Kittelson is conducting the CEQA VMT analysis and non-CEQA local transportation analysis for Parcel Group 3.



RINCON CONSULTANTS, INC.

Environmental Scientists | Planners | Engineers

Rincon's Community Planning Tools





3 Approach

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3 Approach

Context

Known as the “Heart of the Bay,” Hayward is California’s third-most diverse city and home to almost 160,000 residents. Hayward has a rich history in making “real things” which includes designers, builders, and innovators. Today the city has a diverse economic base and a resident population that speaks in over a dozen languages. The city is well served by public transportation with two Bay Area Rapid Transportation (BART) stations, an Amtrak station, and an extensive network of regional and local bus routes. As a result, Hayward has become one of the most desirable business locations for companies in advanced industries.

As the city advances into the 21st century, it will face challenges that necessitate important decision making. Although allocations have not yet been finalized, the Association of Bay Area Governments’ (ABAG) Final Regional Housing Needs Allocation (RHNA) Methodology for the San Francisco Bay Area anticipates that the City’s 6th Cycle Housing Element will need to accommodate 4,624 housing units. Utilizing focus areas and transit-oriented development locations such as the Hayward and South Hayward BART stations, Amtrak station, and the Mission Boulevard corridor may provide an opportunity for many of these units, while additional areas and strategies for accommodating housing can be leveraged to make up any shortfalls. As the city continues to develop, ensuring a complete and multi-modal active transportation network that meets the needs of the community will require coordinated implementation of the City’s 2020 Bicycle and Pedestrian Master Plan. The growing population and aging infrastructure are conditions requiring the maintenance and expansion of sewer, water, and stormwater assets and the provision of ample parks and recreation facilities for residents to enjoy. Accomplishing all this in a strong framework of diversity and equity will require strong City decision maker commitments, meaningful and open conversations with the community, and creative but critical thinking – traits the Rincon team has illustrated through our past and current work with Hayward.





Compliant Housing Element Update

A key goal in updating the Housing Element is to comply with State certification deadlines, reconcile it with recent legislative requirements, current planning trends, and key issues the community is expected to encounter in the next 8 years. Located in the ABAG region, San Leandro must adopt the Housing Element update by January 31, 2023 to continue to be eligible for the 8-year planning period. A number of factors will make the 6th cycle Housing Element Update challenging.

For example:

- **New State Laws on Adequate Sites.** New State laws related to adequate sites may render some of the sites identified in the 5th cycle as not usable for the 6th cycle.
- **New State Laws on Non-Governmental Constraints and Fair Housing.** The new Housing Element will be required to evaluate non-governmental constraints, such as NIMBYism, labor shortage, and accessibility of lending, as well as actions to affirmatively further fair housing.

A major component of the work program will be to ensure that the Housing Element update meets the applicable requirements. The Rincon team will accomplish this in a way that works within the context of Hayward's needs and environment while creating a modern vision for Hayward.

To determine where housing growth can be accommodated, the Rincon team will prepare a complete housing assessment and needs analysis consistent with State Housing Element law and HCD's Completeness Review Checklist and will identify governmental and non-governmental constraints to housing. These analyses will be wrapped directly into the Housing Element and will contain demographics, housing stock characteristics, an analysis of at-risk housing, and details on Hayward's barriers to fair housing. The Rincon team will develop a parcel-specific sites inventory and an "adequate sites analysis" showing the relationship between the City's RHNA and the dwelling unit capacity, availability of potential housing sites based on zoning, infrastructure, and General Plan policies, requirements, and limitations. We will review and revise, as appropriate, housing goals, policies, and quantified objectives regarding the production, conservation, maintenance, preservation, and improvement of housing. In addition, we will analyze fair housing enforcement and outreach, integration and segregation patterns, racially and ethnically concentrated areas of poverty, and disparities in access to opportunity to develop purposeful actions related to furthering fair housing in the City. All of this information, when compiled, will form Hayward's 6th Cycle Housing Element.



Updated General Plan Elements

This update will include necessary updates to the Land Use and Hazards Elements of the General Plan, and the development and incorporation of environmental justice policies. The Land Use Element will be updated to adjust land uses and densities as needed to ensure consistency with the newly updated Housing Element. The Rincon team will also conduct an evaluation of the other elements of the General Plan to identify additional areas where updates for internal consistency may be required.

The focus of the Hazards Element is to provide a summary of the natural and man-made hazards facing Hayward and identify policies that will mitigate or eliminate loss of life, economic and social dislocation, and property damage. As part of the Housing Element update, Rincon Consultants will review and update the Hazards Element to reflect and incorporate the current Local Hazard Mitigation Plan, including incorporating the citywide analysis and Vulnerability Assessment in accordance with SB 379 to provide policies and programs that avoid and/or mitigate the risk associated with climate change. Rincon will also seek to bring the Hazards Element into compliance with recent State requirements pertaining to wildfire risk reduction (SB 1241) and climate adaptation planning (SB 379), as well as the recently passed legislation requiring evaluation of emergency evacuation routes (SB 99 and AB 747) and consultation with the State Board of Forestry (SB 3065). We will focus on updating the Element to bring it into compliance with recent State legislation and consistency with the Housing Element Update.

The Environmental Justice Element, or environmental justice policies to be integrated into existing elements, will define and identify disadvantaged communities in Hayward, describe the unique and disproportionate challenges faced by these communities, and guide the City's efforts to address issues related to social equity and environmental justice. In accordance with Senate Bill 1000, these policies will address pollution exposure, provision of public facilities, food access, residential safety and opportunities for physical activity. In addition, they will offer methods for the City to promote meaningful and equitable community engagement among disadvantaged communities and recommendations to improve existing programs that promote equity and inclusiveness in the decision-making process. As social equity and environmental justice are interconnected to many other components of the General Plan, if the City chooses to develop a separate Environmental Justice element, as recommended in the Hayward Racial Equity Action Plan (2020) and termed "Race and Equity Element", those policies will be tied to those in other elements, such as the Land Use Element and Hazards Element.



Equitable Engagement Strategy

One of the most critical aspects to planning is effectively involving the public in the decision-making process. We believe the most successful plans are developed through a rich community dialogue, involving all segments of the population using innovative methods that garner diverse, impactful participation. The Rincon team will develop a systematic outreach and engagement plan that outlines a transparent process, identifies key stakeholders and underrepresented populations throughout the city to strengthen existing bridges between residents and decision makers, and ensures community ownership of the plan moving into the future. The engagement plan will be consistent with the Service Provision recommendations in the Hayward Racial Equity Plan (2020). The engagement will be clear and visual, allowing complex concepts to be understood by all members of the community, and feedback will be recognized by clearly illustrating how community input shaped the proposed land uses, goals, and policies. Engagement will be provided in Spanish and English, with additional languages available as an add-on service for an additional fee. These translations will not be certified, but we have staff who can provide real-time and material translations in Spanish for outreach materials and events.



Palo Alto 正在 更新其住房要素， 希望你能参与其中！



在未来两年，Palo Alto 会经历一个重要的过程来更新城市住房计划。因为社区的投入对这一过程至关重要，因此本市邀请您参加首个公共研讨会，让您知道期待怎样的变化以及怎样继续参与其中。

与市议会/规划运输委员会联合启动研讨会

五月十号星期一下午五点请参加我们与市议会及规划运输委员会的线上会议。我们将详细介绍“住房要素”的要求和过程。会议期间将听取公众意见。



<https://tinyurl.com/3j6pcpvk>

社区研讨会

五月十五号星期六上午十点到中午十二点请参加我们的在线会议。在这次会议上，您可以了解有关住房要素以及如何帮助塑造我们城市的更多信息。我们将概述：

- Palo Alto 房屋规划
- 加州对房屋要素的要求
- 住房要素更新过程和时间表
- 如何保持参与并提供意见



<https://tinyurl.com/4wz5ytd6>

请浏览：www.paloaltohousingelement.com
以便了解更多信息，相关民意调查，亦可注册该项目的电邮列表。



*City of Palo Alto Housing Element notice,
translated to Chinese by Rincon*

We understand that the City of Hayward is seeking an inclusive planning process that reflects and celebrates the diversity of the city. We agree that equity is critical to planning and government processes. We will work closely with the City and community to develop and employ engagement methods that include—and elevate—traditionally under-represented voices disadvantaged communities. Key engagement and outreach techniques that will be deployed include:

- **Identify target communities.** We must first identify and characterize the demographic characteristics of the Hayward community to ensure consideration of broad and diverse audiences.
- **Forge partnerships.** As inherent outsiders, we will immediately need to begin (or continue) building relationships with community leaders and trusted partners and rely on this partnership to both identify and overcome barriers or obstacles for under-represented community members to engage in the planning process.
- **Tailor methods.** Through consultation with our community partners and consideration of past City approaches, we will develop a detailed and customized plan for engaging target communities, considering how people gain and share information in their day-to-day lives.
- **Monitor and adapt.** We will continually track and assess our engagement efforts and adapt methods as needed to make sure we are gaining a diversity of perspectives reflective of the city's multiracial character.
- **Simple and culturally-informed communications.** In our communications, we will avoid jargon, relate concepts to the day-to-day lived experiences of the community, and tailor culturally informed messages that are accessible across all communities. For example, we use the term “climate pollution” instead of “GHG emissions” and provide in-language translations.
- **Recognize other priorities.** Engagement must recognize the many other priorities in peoples' lives and busy schedules that leave little time for engaging in civic processes.
- **Engage early and consistently.** A frequent fatal flaw we see in many planning processes is a lack of early and consistent engagement, leaving people with the impression the plan is already “baked” before they have a chance to provide input. We would reach out early in the process and keep people informed and engaged all the way through plan implementation to allow for input that informs and directs the shape of the plan.



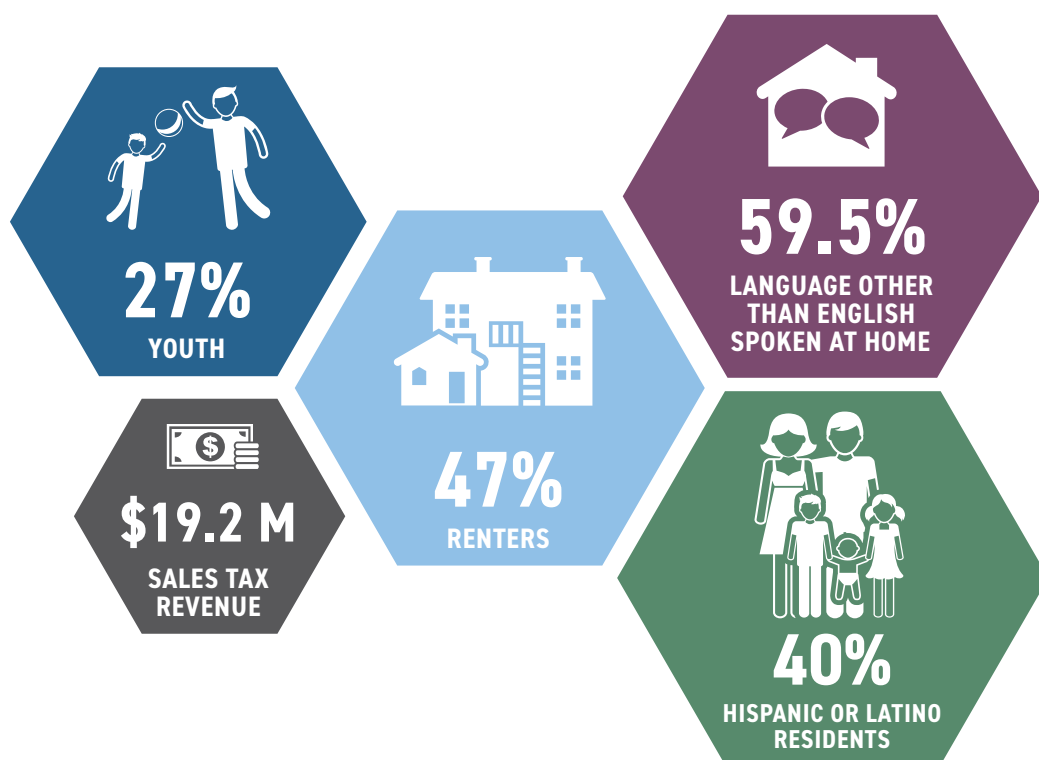
The Rincon team will engage a diverse segment of the community, which could include key stakeholders such as:

- Chamber of Commerce
- BART
- AC Transit
- Local Departments and Agencies
- Hayward Unified School District
- Cal State East Bay
- Hayward Area Historical Society
- Hayward/South County NAACP
- Other community-based organizations/advocacy groups



Equitable Outcome

In addition to relying on an equitable engagement strategy to solicit input from a diverse spectrum of the Hayward community, particularly underrepresented and historically marginalized community members, the Rincon team will be developing equity guardrails to evaluate the impact each policy or implementation program could have on disadvantaged communities, and to ensure an equitable distribution of benefits associated with each policy and program.



Hayward Demographics
Source: City of Hayward and US Census Data



California Environmental Quality Act (CEQA) Compliance

Rincon will prepare a Program EIR that evaluates the potential physical impacts of Housing Element update goals, policies, and actions, the Safety Element update and Environmental Justice Element, as well as the CAP strategies, measures, and actions. This will allow the City to streamline future housing development, particularly affordable housing, as it could be allowed by-right on the opportunity sites analyzed in the Program EIR. In addition, with preparation of the Program EIR that also provides CEQA assessment of the CAP, the CAP would be considered a qualified CAP per CEQA Guidelines 15183.5 and, thus, allow the City to tier from the Program EIR for purposes of future CAP implementation projects environmental assessment. If the Program EIR addresses the Housing Element and CAP effects as specifically and comprehensively as possible, many subsequent activities could be found to be consistent with the Program EIR mitigation parameters and additional environmental assessment documentation may not be required (CEQA Guidelines Section 15168(c)). In this case, the Program EIR serves a valuable purpose as the first-tier environmental analysis that will assist in streamlining and possibly exempting future projects from CEQA with the idea that the Program EIR can be used for such exemptions when projects are consistent with the Housing Element update and CAP update. While we always strive to prepare a self-mitigating Housing Element update, the environmental analysis may identify policy modifications or additions necessary to mitigate potential environmental impacts. We will also include the necessary components to assure that the Program EIR enables streamlining of the CEQA review for subsequent development projects that are consistent with the Housing Element up-date.



High Quality Graphics

Rincon's Graphics Communications group enhances our work products and supports our data analyses for projects. Providing technical graphics services for nearly 20 years, our experienced team of graphic designers address the myriad design needs of our diverse client



base. We work in tandem with clients on designs based on requirements, modifications, and feedback to ensure and exceed client expectations. Our designers effectively communicate concepts and design rationale to our clients that result in glowing recommendations. Each designer has years of experience with the industry-standard software programs, enabling us to create original, polished collateral. Communicating complex concepts to audiences of all ages and backgrounds, Rincon's graphic capabilities enable our clients to reach a wider community, create lasting impressions, and articulate powerful messaging. Our client deliverables include, but are not limited to:

- Outreach/Marketing Materials:
- Custom Data Graphics
- Custom Documents (InDesign)
- Web Design
- Illustrative Technical Graphics
- Photography Services
- Illustrative Maps
- Interactive PDFs
- Motion Graphics





RINCON CONSULTANTS, INC.

Environmental Scientists | Planners | Engineers



Rincon Consultants reviewed our CAP strategy details and developed our first CEQA GHG Thresholds and Guidance. Despite the complexity of the project, the entire team exceeded expectations, met aggressive schedule needs, and stayed on-budget. Kelsey Bennett in particular has been a responsive, creative, and excellent project manager. Rincon functioned as a seamless extension of staff and allowed us to be successful in completing our climate action planning work.

– *Chris Read, Sustainability Manager
City of San Luis Obispo*





4 Proposed Scope of Services

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4 Proposed Scope of Services

Task 1. Project Management and Coordination

Ms. Kremin will serve as the main point of contact with the City and will track the project schedule and budget to ensure that we stay within their respective parameters. As project director, she will regularly communicate with the City via telephone and email and will proactively identify any potential issues that arise. If issues arise that may affect the schedule or budget, Rincon will immediately communicate this to the City and determine a mutually agreeable course of action for resolution. The Task Leads and the Director will help ensure quality control by reviewing all work products before they are sent to the City. As part of this assignment, Ms. Kremin, and/or (depending on the planning stage) our Housing Element lead, Ms. Acosta, our CAP lead, Ms. Bennett, and our CEQA lead, Ms. Kaufman, will participate in and/or conduct bi-weekly

half-hour check-in conference calls with City staff and other pertinent consultant team members as needed to review plan statuses, milestones, and project needs and concerns. We have found such meetings to be essential in ensuring timely project execution. Through these regular check-in calls, we will proactively identify project issues, immediately bring those issues to the attention of City staff, identify potential solutions, and coordinate with City staff as to the best course of action. Topics at these meetings may include any aspect of the project, such as public outreach, housing inventory assessment, CAP preparation steps, and CEQA approach.

Deliverables

- Meeting agenda, minutes and updated schedules as needed (electronic copies)

Task 2. Community Outreach and Engagement Plan

2.1 Draft Public Outreach Plan

We understand that the City values community input and engagement. Gaining the attention and participation from a broad-based, diverse, and significant representation of Hayward residents will require a strong community outreach and engagement plan. The Rincon team will develop a tailored community outreach plan providing at least four opportunities for involvement throughout the plan development process with engagement strategies that encourages participation broadly with all members of the Hayward community and makes diversity, equity, and inclusion critical priorities.

During the initial planning phase, the project team will be gathering data to evaluate existing housing programs and completing an analysis of the city's existing, projected, and special housing needs. During this time the project team will develop the community outreach and engagement plan, stakeholder database, webpage

content and branded communication materials for both digital and print distribution. To build broad-based community awareness and encourage participation in plan development, the Rincon team will develop advertising and promotional strategies for both broad-base and targeted awareness especially within the under-represented, disadvantaged communities.

Our team will host an early virtual community workshop via Zoom and will use online collaborative engagement tools such as Miro and live polling to identify and understand the needs and priorities of the community. This live workshop will be followed up with a digital community survey hosted on the project webpage which allow for additional community-wide participation over the course of two weeks.

Once preliminary opportunity sites are identified, the project team will develop a branded interactive

community engagement exercise which will allow community members to “fill in the gaps” of housing needs by providing their thoughts on where and how many dwelling units should go on which opportunity sites. Depending on current public health COVID-19

guidelines, the project team would create an interactive map-based activity in either digital or print form which will allow community members to provide input on opportunity sites.

2.2 Community Workshops

The Rincon team will assist City staff in preparing for and conducting up to two community workshops to discuss the Housing Element Update at key points in the process. One public workshop will be hosted near the beginning of the project initiation to introduce the community to the Housing Element update process and its goals and to inform the public how to be involved throughout the project. The remaining public engagement workshop will focus on the sites inventory and potential housing sites. In light of the ongoing COVID-19 health crisis, HCD has stated that it is acceptable for much of the public engagement to occur online, although multiple engagement opportunities are anticipated. The Rincon team has therefore budgeted for participation in one virtual and one in-person workshop. The Rincon team will prepare all materials for the workshops and will serve as workshop facilitators.

Deliverables

- Materials and presentations for up to two Community Workshops, including presentations, handouts, and activity materials.

Public Meetings. The Rincon team has budgeted for participation in five public meetings on the project. The Rincon team anticipates two Planning Commission

and three City Council meetings. We anticipate these meetings will be a combination of study sessions and public hearings to inform decision-makers about the housing element process, discuss site selection strategies and challenges, and to present the Draft and Final Housing Element and CEQA review findings and recommendations.

The Rincon team may attend additional public meetings on a time and materials basis at current rates, as shown in our cost sheet and rates. The cost of our attendance at subcommittee meetings will vary depending on the level of consultant team involvement and the topic at hand. A per meeting cost is anticipated to range from \$1,200 to \$2,500 for virtual attendance. Travel time and costs will apply for in-person attendance. This task is budgeted under [Task 11](#), to match the Request for Proposals.

Deliverables

- Materials/presentations for Public Hearings, including PowerPoint presentations and printed exhibits. We have assumed \$2,000 for printing costs associated with these materials, which will not be billed in the event of virtual public hearings.

2.3 Webpage Development and Maintenance

As part of the Community Engagement Strategy, the Rincon team will collaborate with the City project team to provide content for an interactive, informational webpage for the Housing Element Update and

online public input survey. The webpage will enable community members and stakeholders to participate in an online survey, offer suggestions, exchange ideas, and learn about city-wide housing issues.

2.4 Online Survey

Knowing that many residents lead busy lives and may not be able to set aside time or have the ability to

attend a virtual workshop, the Rincon team will design and disseminate a survey that will allow people to

participate on their own time and in their own way. The Rincon team will draft the survey and revise questions based on staff feedback. Staff will be responsible for advertising the survey's availability through the City's other communication channels. Following its closing, an accompanying summary report will be created with numerical breakdowns of responses, charts and graphs

where applicable, and narrative descriptions of the qualitative results.

Deliverables

- Survey language in Word format
- Survey in SurveyMonkey or Google Forms
- Survey Results Summary

Task 3. Housing Policy Analysis and Alternatives

Rincon will review relevant portions of available resources including various codes, standards, and policies maintained by the Planning Department, the 2040 General Plan and EIR, Mission Blvd Specific Plan and EIR, Downtown Specific Plan and EIR, various neighborhood plans, the 2020 Bicycle and Pedestrian Master Plan, and any other relevant documents. Additional information will be provided by the City upon award of contract, including the City's updated site inventory and development status information and city GIS data layers. We also anticipate the use of regional planning documents such as the Association of Bay Area Governments (ABAG) Comprehensive

Economic Development Strategy for the San Francisco Bay Area, 2011 Bay Area Hazard Mitigation Plan, the Metropolitan Transportation Commission Plan Bay Area 2050 plans, the Alameda County Regional Analysis of Impediments to Fair Housing Choice (January 2020), and ABAG housing information, including the RHNA for the Housing Element Cycle, when finalized. Additional data or document needs will be assessed and discussed with the City to determine how the information is best accessed and/or shared. We will also include an analysis of the effectiveness of programs to address the needs of the unhoused population per AB 139.

3.1 Review and Evaluate Current Housing Element

As an initial task to the Housing Element update, and following the kickoff meeting, we will review and evaluate the 2015-2023 Housing Element. Specifically, we will:

1. Discuss the effectiveness and continued appropriateness of current housing programs and policies
2. Evaluate the City's progress in meeting current goals
3. Identify any barriers to achieving identified goals
4. Review compliance with new State laws
5. Identify potential revisions to existing programs

We will start by evaluating the City's latest Housing Element Annual Progress Report. We will interview staff and compile additional information to provide an assessment of the continued appropriateness of existing programs and whether new programs should be added to address emerging trends and issues. Upon completion of this review, we will provide a memorandum summarizing our findings. We assume one round of review on the memorandum.

Deliverables

- Existing Housing Element Review Memorandum (one electronic copy)

3.2 Sites Inventory

Hayward's Illustrative RHNA Allocation for the 6th cycle is 4,624 units. Based on this allocation, the Housing Element update will require efforts to identify sites

with sufficient capacity for the RHNA, taking into consideration the following adequate site requirements under new Housing Element laws:



1. No net loss of capacity when sites are developed
2. Continued ability to meet the RHNA by income group
3. Stringent standards for assessing feasibility when reusing vacant and underutilized sites that have previously been included in the 5th cycle Housing Element
4. Demonstrated trends of development
3. Impediments for residential development on non-vacant sites
4. Recent development on similar sites
5. Substantial evidence the existing use is likely to be discontinued within the planning period

We understand that ABAG is developing a site selection tool to assist jurisdictions as they prepare their parcel-specific sites inventory. We assume this tool will be available to the for use in the development of the Hayward sites inventory. Using this tool, a parcel-specific sites inventory will be developed and opportunities for lot consolidation will be identified. We will prepare an “adequate sites analysis” showing the relationship between the City’s RHNA and the dwelling unit capacity, availability of potential housing sites based on zoning, infrastructure, and General Plan policies, requirements, and limitations.

Assembly Bill (AB) 1397 (Adequate Sites) and SB 166 (No Net Loss) impose stringent requirements on the sites inventory for RHNA. Given the city’s development pattern, it is anticipated that most sites identified in the sites inventory will be focused around the Hayward and South Hayward BART stations, Amtrak station, and the Mission Boulevard corridor. Some of the sites may also have been used in a previous housing element cycle. To include these sites in the sites inventory, additional justification is required and may need to include:

1. Lot consolidation potential
2. Feasibility of development on smaller sites

In addition, Kittelson will assist the project team with reviewing the potential housing sites inventory and assessing the circulation at those sites. Key topics will include assessing the availability of existing and planned facilities serving non-auto modes including transit, access conditions, traffic congestion constraints, and the ability for auto travel from these potential sites to be accommodated by existing and planned infrastructure in the City’s CIP and/or Masterplan of City Streets. The assessment will be qualitative in nature, relying on available quantitative data (such as per-capita VMT metrics) where available. While detailed traffic level of service (LOS) calculations would not be completed as part of site assessments, traffic operations will be assessed through observation and review of prior LOS analyses conducted for other projects within the City, including but not limited to Hayward General Plan, 238 Caltrans Properties Entitlements, Mission Boulevard Specific Plan, and Downtown Specific Plan. It is estimated up to 10 total housing sites would be assessed; it is anticipated that the evaluation will focus primarily on the larger sites, but smaller sites may also be included if they are in particularly constrained areas.

Performance-based VMT testing will be completed for up to three alternative scenarios (no project and two alternatives) based on the output from either the Hayward General Plan model or the latest version of the Alameda County Transportation Commission



(Alameda CTC) Countywide Travel Demand Model. Kittelson will work with the City and Rincon to obtain housing unit data by Traffic Analysis Zone (TAZ), and Kittelson will modify the land use and use the model to produce custom model runs and forecasts for the three alternatives. Based on the modeling results, the net change in VMT per capita (for residential) associated with each alternative will be determined, thereby allowing for comparison of alternatives from a VMT perspective.

Following the analysis of available sites, the Rincon team will prepare a sites inventory using HCD's current

inventory worksheet format and template. The Rincon team will work closely with staff and HCD to provide an expanded analysis of the sites inventory. We assume one round of review on the report. Maps will be provided in the Housing Element itself and are not required as part of the sites inventory worksheet. The Rincon team will prepare the maps as outlined in [Task 8](#), below.

Deliverables

- Sites Inventory Report (one electronic copy)

Task 4. Housing Element Update

4.1 Existing and Projected Housing Needs

The Rincon team will prepare a complete housing assessment and needs analysis consistent with State Housing Element law and HCD's Completeness Review Checklist. The Needs Analysis will be comprehensively updated with the most recent American Community Survey and housing market data. The Needs Analysis will contain the topics listed below to satisfy Government Code Section 65583(a) requirements:

1. **Demographics, Income, and Employment Trends.** This section includes information on the population growth trends, along with income distribution and employment trends.
2. **Household Characteristics.** This section will also discuss household characteristics such as size, tenure, composition, and overcrowding conditions that may impact housing needs.
3. **Housing Stock Characteristics.** This section will be an analysis of the condition of the existing housing stock as well as cost and affordability, including discussions on cost burden (overpayment).
4. **Residential Building Permit Activity.** This section will discuss residential building permit trends for single-family and multi-family products, building code regulations, fees, and permit and processing procedures. We will also analyze constraints on housing for persons with disabilities, as well as the city's current permitting procedures for emergency shelters, transitional and supportive housing, and single-room occupancy units.
5. **Analysis of Special Housing Needs.** The Rincon team will update the analysis of housing needs for special needs populations, including senior households,

persons with disabilities, large families, single female-headed households, low-and very-low-income households, and the homeless.

6. At-Risk Housing (Assisted Unit) Analysis. This task will include an analysis of existing assisted housing developments that are eligible to change from low income housing to market rate over the next 10 years (i.e., at-risk housing). This analysis will

cover units that are deed-restricted as low income housing as a result of public assistance, density bonus requirements, and inclusionary housing program.

Deliverables

- Existing and Projected Housing Needs Report (one electronic copy)

4.2 Fair Housing

The Rincon team will prepare an assessment of fair housing practices in Hayward. In 2018, the California State Legislature passed AB 686 to expand upon fair housing requirements and protections outlined in the Fair Employment and Housing Act (FEHA). The law requires public agencies to address fair housing disparities and patterns of segregation in housing element updates prepared on or after January 1, 2021 to foster more inclusive communities. To address AB 686, Rincon analyze fair housing enforcement and outreach, integration and segregation patterns and trends, racially and ethnically concentrated area of poverty, disparities in access to opportunities, and disproportionate housing needs, consistent with HCD's Affirmatively Furthering Fair Housing Guidance for All

Public Entities and for Housing Elements (April 2021). We will then draft a memorandum outlining the City's fair housing needs, including a discussion on how the proposed site inventory promotes fair housing, and will develop meaningful actions that Hayward can implement to further fair housing issues in the city. We assume one round of review on the memorandum. The City's Fair Housing Program will be finalized and included in the Draft and Final versions of the Housing Element.

Deliverables

- Fair Housing Memorandum (one electronic copy). Final results to be incorporated into the Housing Element

4.3 Housing Constraints

The Rincon team will identify potential governmental and non-governmental constraints to housing production, including environmental and infrastructural constraints. This analysis will contain a review of factors that may potentially constrain the development, improvement, and preservation of housing in Hayward. Factors to be reviewed include market, governmental, environmental, and infrastructural constraints. New Housing Element laws also require the assessment of non-governmental constraints, including NIMBYism, lending practices, shortage of labor, and other economic factors.

Where constraints exist, the Rincon team will identify and develop housing programs that can assist in the removal of constraints, where feasible. For each program, the Rincon team will identify potential funding

sources, the lead agency or City division responsible for implementation, objectives, and timeframes. We assume one round of review on the memorandum. The City's housing constraints will be summarized in the Draft and Final versions of the Housing Element.

Deliverables

- Draft Housing Program Constraints memorandum (one electronic copy)
- Final results to be incorporated into the Housing Element

4.4 Administrative Draft Housing

The Rincon team will prepare the administrative draft Housing Element based on analysis, research, and comments/discussions from the previous tasks. To ensure consistency across all General Plan elements, the Housing Element will be formatted to match the style and layout of the Hayward 2040 General Plan. We assume that the City can provide the MS Word file for one of the General Plan elements for Rincon's use, and we will not need to convert the files for style and

formatting purposes.

Our timeline and budget assume one round of review by City staff. The Administrative Draft Housing Element will be provided in Word and PDF versions. We assume one round of review on the draft Housing Element.

Deliverables

- Administrative Draft Housing Element (one electronic copy)

4.5 Public Review Draft Housing Element

We will incorporate staff comments to formulate the public review draft Housing Element to be reviewed by City decision makers prior to submitting to HCD for review. We will work with City staff to compile a list of stakeholders and agencies/organizations to receive notification of the availability of the draft Housing

Element.

Deliverables

- Public Review Draft Housing Element (one electronic copy)

Task 5. Climate Action Plan

We are enthusiastic about the opportunity to assist Hayward with a CAP Update that is of significant importance to the community and State as well as builds on the City's progress with the 2005 GHG inventory, 2009 CAP, and five subsequent GHG inventories. Rincon has extensive experience preparing CAPs for cities across California and specifically for other jurisdictions in the Bay Area. We look forward to the opportunity to leverage Rincon's experience with Hayward's progress implementing climate action policies. When it comes to climate planning, we do not take a one-size-fits-all approach. We are constantly looking for ways to develop comprehensive policies based on the local dynamic as a means of achieving objectives in an implementable manner that also provides public value and delivers on equity principles. Given Hayward's diversity and existing Racial Equity Plan, we will leverage the relationships established through the existing plan as well as our experience in the East Bay to work with the community and develop equity guardrails to achieve

an equitable distribution of the benefits associated with the CAP Update. The strategy for the Hayward CAP Update will be no different as we work to support the development of a comprehensive, defensible, and innovative plan through an inclusive and equitable planning process that further reduces GHG emissions and improves Hayward's quality of life. Hayward has risen to the seriousness of climate change with regular City Council Sustainability Committee Meetings that are also open to the public; resolutions supporting fossil fuel nonproliferation and cities race to zero; and active involvement regarding decisions related to community energy sources and affordability as part of East Bay Community Energy. We look forward to the opportunity to partner with Hayward to continue to reduce GHG emissions, mitigate climate change, and draw down carbon from the atmosphere.

5.1 GHG Inventories and Forecast Emissions

CAP Update Project Management and Team Meetings.

High-quality project management during each task is an integral component related to the success of the CAP Update. This task involves directly coordinating with City staff, committees, and the Rincon Team over the proposed course of the CAP Update development, assumed to be Fall 2021 through Fall 2022. The final CAP Update timeline can be adjusted during the overall kick-off meeting (see [Task 1](#)) and will be reviewed throughout the process to ensure timely completion of deliverables. Project management encompasses internal oversight of scope, schedule, and budget as well as management of the equitable public outreach and funding/financing subconsultant tasks included within this scope of work. We plan to provide regular reporting, not less than monthly, to the City on the status of technical and policy issues, schedule, and budget via monthly invoices with progress reports and monthly coordination calls with the City. Given the relatively tight time frame to accomplish project objectives, exceptional project management and management accessibility will be critical to the success of this program. The Rincon Team will also be involved in the quality assurance and review of all tasks and work products within this CAP Update scope of work. The budget for that quality control is included within each individual task budget. Rincon understands that the City has staff resources available for the CAP Update development process and looks forward to working collaboratively with the City Environmental Services Manager, Public Works & Utilities Department. Rincon has taken this support into account in the project management budget.

Deliverables

- Attend up to 12 1-hour CAP Update monthly coordination meetings (virtual) and provide meeting notes (one electronic copy)
- Project schedule updates, as needed (one electronic copy)
- CAP Update progress reports as part of overall monthly invoices (one electronic copy)

Analyze Existing Conditions and Attend CAP Update Kickoff Meeting.

Rincon will review relevant City documents and prepare a matrix summarizing existing climate measures that will be utilized at a kickoff meeting with City staff and the Rincon Team. Rincon has completed Climate Action Plans throughout California and through that experience have developed a kickoff methodology that includes reviewing existing documents and compiling current and past climate action measures from each document. This approach allows the project team to ground themselves around previous work conducted to address climate change and the current conditions in the City. It also allows the City to take stock of the successes and hurdles of past efforts. To do this, Rincon has developed a Microsoft Excel-based tool called the Existing Conditions Emissions Reduction Estimation (ECERE) Tool where we will compile existing measures from current plans. While we review the following plans, the relevant GHG reduction measures will be pulled out and listed in the matrix.

1. Relevant State Legislation and Executive Orders (SB 32, B-55-18, SB 100, Title 24, N-79-20 (EV adoption/sales), clean fuels)
2. Hayward Climate Emergency Resolution
3. CARB Scoping Plan 2021/2022 Update (pending)
4. Resolution Supporting Fossil Fuel Nonproliferation Treaty (pending)
5. Hayward 2020 Bicycle and Pedestrian Master Plan
6. Global Covenant of Mayors
7. Hayward Area Shoreline Adaptation Master Plan
8. Hayward's Commitment for an Inclusive, Equitable, and Compassionate Community
9. Resolution Supporting Cities Race to Zero (pending)
10. Racial Equity Action Plan

The matrix will be provided for the City to review and includes an easy-to-use drop-down menu where City

staff can select the current status of the measures as either completed, underway, or not yet started. For measures that have not been started or completed, an additional space for notes on why is also provided. This process allows both the Rincon Team and the City to gain insights into the possible hurdles to implementation of key climate actions and measures, be it funding, staff time, or political will, that we can focus on overcoming during the CAP update process.

Rincon proposes to share this analysis as well as a CAP Update schedule during a CAP Update kickoff meeting with key members from both the City (city staff) and the Rincon Team. The kickoff meeting will serve as an opportunity to identify key stakeholders, data needs, set project expectations, discuss goals, concerns, and ideas, and finalize invoice and communication protocols. During this time, Rincon will also establish a schedule for regular monthly check-in meetings to keep the CAP Update aspect of the project on task, budget, and schedule.

Deliverables

- ECERE Tool (one electronic copy)
- CAP Update schedule (one electronic copy)
- CAP Update Kickoff Meeting (virtual), including agenda and notes (one electronic copy)

Review City GHG Inventories and Conduct GHG Forecasting Analysis. Rincon will review the methodologies and calculations for the 2005, 2010, 2015, 2017, 2018, and 2019 inventories and provide a memo regarding inventories consistency and analysis approach. We can provide added value by comparing against our forecast tool and communicating potential inconsistencies or issues, so that the City will be able to update the inventories (if needed) and provide final versions to Rincon. The final version of the 2019 inventory will then be utilized to create a GHG inventory summary report with high-quality graphics, bullets, and take-aways for ease of various City departments and public consumption of the information.

Rincon will utilize Hayward's existing CAP and finalized 2019 GHG inventory to generate a transparent forecast for 2025, 2030, 2040, and 2045 consistent with SB 32; B-55-18, Hayward 2025, 2030, and 2045 GHG targets,

and the Hayward General Plan horizon year of 2040.

Rincon will also utilize the 2019 inventory and expected growth per Association of Bay Area Governments (ABAG) growth projections and expected vehicle miles traveled per Metropolitan Transportation Commissions (MTC) regional transportation projections for the City to develop 2025, 2030, and 2045 business-as-usual (BAU) forecasts and adjusted BAU forecasts.

1. BAU, which would assume all Hayward activities would continue as usual and not account for any legislative adjustments
2. Adjusted, which would include existing legislative adjustments such as SB 100, EV adoption, clean fuels, and Title 24. In our experience, cities are having a hard time meeting SB 1383 (short-lived pollutants related to solid waste) requirements, so we propose to address via CAP Update measures rather than assume implementation as part of the adjusted forecast.

As part of the forecasting process, Rincon will also generate a list of State and federal programs and policies and include these as part of the overall CAP Update reductions to avoid redundant actions within the City. The adjusted business-as-usual forecasts will be used to conduct a gap analysis showing the amount of Hayward GHG reductions needed to meet the Hayward-established targets of 30 percent below 2005 levels by 2025, 55 percent below 2005 levels by 2030, and carbon neutrality by 2045. Rincon will provide the forecasts and gap analysis results in a memorandum.

Deliverables

- GHG Inventories Consistency and Analysis Approach Review Memo (one electronic copy)
- GHG Emissions Forecasts (BAU and Adjusted BAU) Microsoft Excel-based Tool (one electronic copy)
- GHG Forecasts and Gap Analysis Memo with Technical Appendix of Data and Assumptions (one electronic copy; will be a CAP Update document appendix)
- GHG Inventory, Forecast, and Gap Analysis Executive Summary with High-quality Graphics, Bullet-points, and Take-aways (one electronic copy)

Facilitate CAP Update Engagement with City Staff and Community. Rincon understands that no CAP Update can be successful with City action alone. The community needs to embrace and support the policies developed by the City and make personal changes to behavior. This level of involvement cannot be expected without engaging the public directly throughout the CAP Update development process. However, outreach is often one of the most time-consuming and, therefore, costly aspects of developing a CAP Update. To solve this issue, we will work closely with the City and local non-profits to build off of the Racial Equity Plan to develop a core engagement strategy that will include CAP Update strategies in concert with the overall General Plan Housing, Safety, and Environmental Justice Elements outreach and has a racial equity lens. Specifically, we proposed to engage local non-profits in the CAP Update process through a combination of stipends and/or mini-grants that will provide them with the financial resources to assist the City and Rincon in making sure various sensitive community areas are included and involved. Throughout the process Rincon and local non-profits will engage with and leverage City staff feedback and provide technical resources and attend up to four City staff workshops and up to four community workshops to discuss the CAP Update as needed. In addition, Rincon will develop up to two presentations that will be used at these workshops. We assume they will pertain to 1) baseline conditions (inventory, forecast, targets) and CAP Update measure strategies and desired outcomes.

Furthermore, throughout the CAP Update process, Rincon will provide content for a CAP Update webpage to be associated with the overall General Plan Housing and Safety Elements Updates and Environmental Justice

Element process. Rincon assumes that the City will host the webpage.

Deliverables

- Community Outreach Coordination with the City (one electronic copy)
- Up to four City Staff Workshops (virtual)
- Up to four Community Workshops (virtual)
- Two CAP Update related presentations (electronic copies and virtual)
- CAP Update Website Content (one electronic copy)

Climate Change Vulnerability Assessment & Adaptation Strategies. As part of the General Plan Safety Element effort under [Task 7](#), Rincon will prepare a climate change vulnerability analysis (CCVA) to identify and begin defining climate change adaptation strategies for integration into both the CAP Update and the General Plan Safety Element Update. This step will also help the City with CAP Update and General Plan Safety Element Update implementation efforts following these planning efforts. As part of Task 7, Rincon will provide the CCVA analysis results and adaptation opportunities in a draft memorandum, and then provide a final memorandum based on City review feedback. The final version of the CCVA will then be utilized to create a CCVA executive summary with high-quality graphics, bullets, and take-aways for ease of various City departments and public consumption of the information.

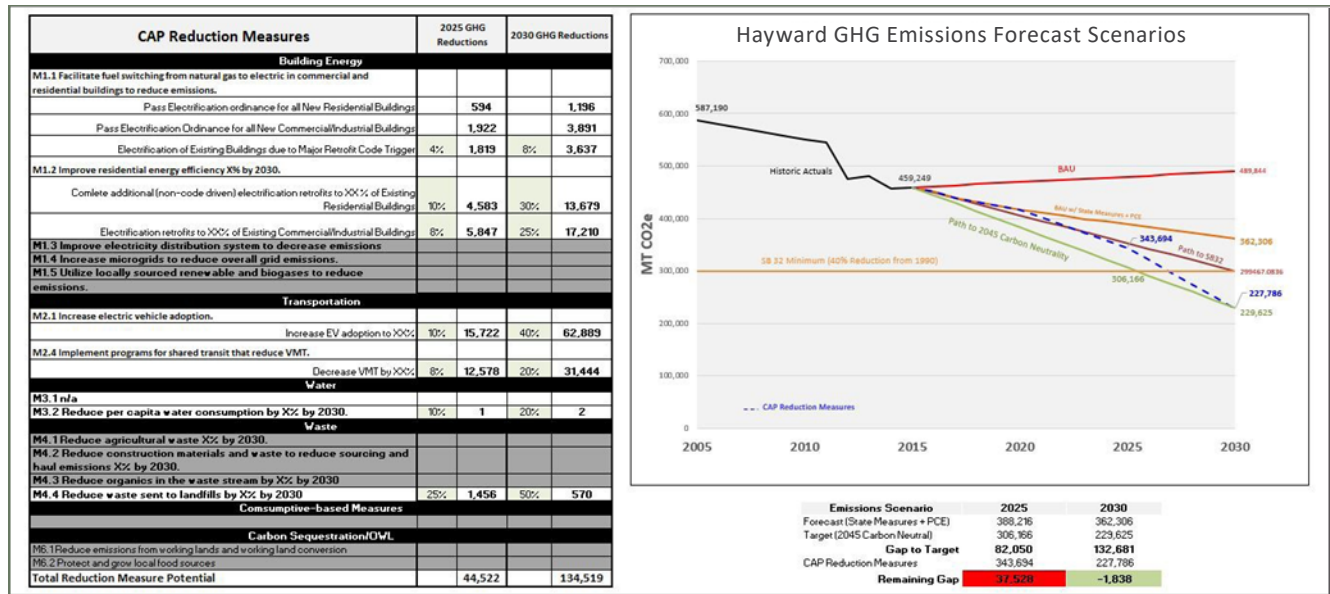
Deliverables

- See [Task 7](#), *General Plan Safety Element*, for deliverables (one electronic copy)

5.2 CAP Update

Identify GHG Reduction Strategies, Policies, and Measures. Rincon will work closely with Hayward to identify overarching GHG reduction strategies and policies as well as specific measures and actions that will allow Hayward to reach its identified reduction targets. To support this process, Rincon has developed a suite of tools and assessment strategies to support what we have found to be the most critical portion of the CAP

Update work scope. As a first step, Rincon will develop an initial list of core measures as well as the scenario planning and emissions reduction tool (SPARQ). These measures will focus heavily on areas with the largest GHG emissions reductions such as building energy and electrification as well as transportation. However, Rincon also believes that climate action requires a holistic approach and will also provide measures



Example: Scenario Planning and Emissions Reduction (SPARQ) Tool

associated with waste reduction, low carbon economy, water, and carbon sequestration. The SPARQ tool has allowed Rincon and our CAP clients to iteratively model various measures and reduction scenarios to strike the right balance between progressive measures, reduction targets, and feasibility.

Based on City feedback on the initial list of core measures within the SPARQ tool, the pillars of climate action planning, and equity guardrails analysis, specific measure-supporting actions will be drafted. Such pillars include:

1. Produce calculatable GHG emissions reductions
2. Support information gathering for improved measure implementation (e.g., feasibility studies, pilot programs, etc.)
3. Protect against equity impacts through new resources and programs (e.g., expanded low-income programs, reduced cost approached, etc.)
4. Provide community education, outreach, and leadership to ensure the community has the information it needs for participation in CAAP implementation
5. Identify partnership opportunities for cost and resource sharing with local businesses, community groups, and institutions

6. Incorporate accountability through tracking and resource allocation commitments

While the benefits of CAP Update measures would be substantial and real, potential associated retrofit process comes at an upfront cost to homeowners and can be passed on to renters by building managers. Representatives of communities of color, low-income, senior, and disabled communities will be engaged early and throughout the process and their input and concerns will influence the final measures and supporting actions. These concerns will be distilled into a set of “equity guardrails” that will be used to review each policy or action for their impact on Hayward’s disadvantaged communities. Any policy or action that does not “pass” the guardrails would be revised in working with the City, supported with another action (like a financing strategy), or removed. The actions will also be further refined based on community feedback during the equity-focused CAP outreach process to finalize the list of actions. Rincon will assess the finalized list of actions in terms of co-benefits (e.g., environmental justice, safe communities, “buying local,” and habitat protections), cost, equity, and implementation difficulty.

Rincon believes that a CAP with over a hundred measures, without metrics to track over time, is often

too difficult to implement. Instead we promote focusing on core actions that will have a real, measurable impact. Choosing implementable measures is especially important when creating a “qualified GHG reduction plan” pursuant to CEQA Guidelines Section 15183.5.

Deliverables

- Initial list of measure and SPARQ Tool (one electronic copy)
- Draft Memo with List of GHG Reduction Measures and Strategies Recommendations including actions and equity guardrails analysis (one electronic copy)
- Final Memo with List of GHG Reduction Measures and Strategies Recommendations including actions and corresponding Co-benefits and Estimated Costs (one electronic copy)

Analyze GHG Emissions Reduction of Strategies, Policies, and Measures. Once Hayward has identified which GHG reductions strategies, policies, and actions they want to proceed with, Rincon will conduct an analysis of GHG emissions reduction quantification of such strategies and policies. Given that the City goal is to prepare a qualified CAP that can be used for future CEQA GHG emissions analysis streamlining, Rincon will also provide the necessary substantial evidence to support the quantification of each strategy, measure, and action. Substantial evidence would entail emissions factors, scientific references, and case studies to support justification of the GHG emissions reduction amounts indicated for the various measures and actions. The

emissions reduction quantification analysis will be included as part of a technical Measures GHG Reduction Quantification Memo that will later be included as an appendix to the CAP Update document.

Rincon with assistance from our economic teaming partner, Hatch, will quantify the costs associated with each measure for both the community and the City. While Rincon will provide high-level costing information for strategies during the measure development phase, this analysis will go deeper into the selected measures to ensure the City and community understand the cost impacts of these measures both in the short and long term. The cost analysis will also provide some solutions for costs for the City to work from during implementation. The detail available in the cost memorandum will be directly related to the detail of the measures. High-level or non-specific measures will need to have high-level costs associated with them. More specific projects will be able to achieve higher cost specificity.

Deliverables

- Measures GHG Reduction Quantification Memo (one electronic copy; will be a CAP Update document appendix)
- Cost Technical Memo (one electronic copy); will be a CAP Update document appendix)
- Measures GHG Reduction and Cost Quantification Executive Summary with High-quality Graphics, Bullet-points, and Take-aways (one electronic copy)



Analyze Funding Strategy for Measure Actions.

To assist in the development of cost-effective and implementable policies, Rincon has teamed with Hatch, who will create a funding and financing strategy to implement the CAP Update measures that will provide a pathway for the City to identify and procure the capital needed to pay for the changes that will be required. Rincon and Hatch have a proven relationship of successfully assisting jurisdictions with identifying CAP funding strategies for CAP implementation purposes. Hatch will identify existing funding and financing mechanisms that may support CAP Update measure implementation using a prioritized list of up to four actions critical to meeting the established emission reduction targets. Key funding and financing mechanisms will be associated with applicable actions, noting where additional refinement of implementation approach would be needed to ensure applicability and qualifying costs as attributable to the City and/or community. Because most major investments require multiple sources of funding and financing, Hatch will also identify key constituencies that may be impacted by key actions and, as a result, may be willing to support or otherwise enable implementation. This funding strategy effort will be integrated into the GHG reduction measures development, so that such high-priority measures will have a potential funding source. The Rincon Team, including Hatch, are currently providing financial and market feasibility to the City of Burbank as we develop their GHG Reduction Plan Update. Examples of financial strategies that the Rincon Team

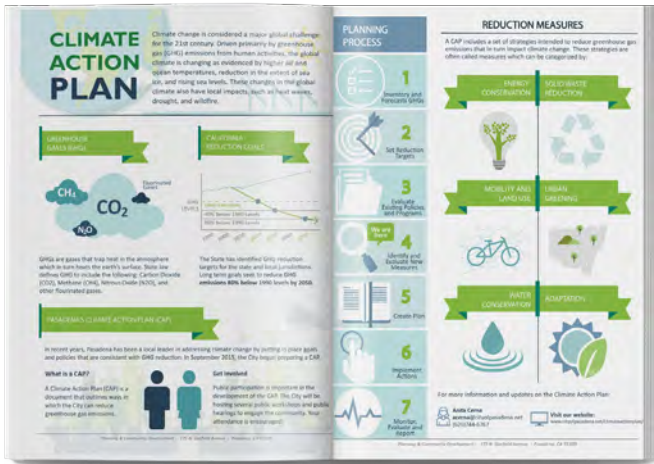
can explore include carbon pricing/markets, social and environmental impact bonding, and ecosystem service payment schemes.

Deliverables

- Draft CAP Update Measures Funding Strategy Memo (one electronic copy)
- Final CAP Update Measures Funding Strategy Memo (one electronic copy)
- Up to 2 meetings and meeting notes on economically relevant information related to the proposed CAP Update measures (included as part of monthly CAP Update virtual meetings)

Prepare CAP Update Document and General Plan GHG Policies Update. While an RFP question response said that technical memos and general plan GHG policies updates would be sufficient, in Rincon's experience CAP measures and actions tend to get lost when only in the general plan, and it can be more difficult to come up with a clear, defensible strategy in compliance with CEQA Guidelines Section 15183.5 and per recent GHG-related case law. As such, in addition to updating the higher-level General Plan Natural Resources Element GHG reduction policies text to reflect the CAP Update, Rincon recommends preparing a stand-alone CAP with detailed inventory, forecasts, and gap analysis; summary of equitable community engagement process related to the CAP Update, quantified and substantiated GHG reduction measures; and measures implementation and tracking mechanisms.





Once a complete list of CAP measures is reviewed and approved, Rincon will begin work on a draft of the CAP update document. Rincon proposes to develop a user friendly and readable CAP which leverages infographics, photos, and other visuals whenever possible and leaves all technical documentation to the appendix. The CAP update will include both near-term and long-term reduction measures as well as the departments and community partners who will be generally responsible for implementing them. The update will also set key performance indicators (KPIs) that will help define a successful implementation of the CAP strategy as well as measure progress over time.

One of the greatest challenges of designing a climate action planning document format is the simultaneous need for both clarity and complexity. The document should be easily accessible to a wide range of stakeholders, while also containing detailed analysis, data, and specific actions. To solve this problem, the consultant team proposes to create a visual document which will contain infographics, photos, and high-level goals and projects associated with the update. The second document is the technical appendix which will include a highly transparent review of the data, methodologies, and assumptions that went into the development of the forecast and measure quantification. Together, these documents will provide actionable next steps and a long-term strategic framework for the City to reach their GHG reduction targets.

Rincon will prepare a comprehensive plan that will be consistent with the State Attorney General's

recommendations and the California Environmental Quality Act (CEQA) Guidelines' definition of a "Qualified Greenhouse Gas Reduction Strategy" (Section 15183.5). The update will also align with the City's existing policies. The plan will provide a strategic framework that re-imagines the current systems – built, natural, and behavioral – as ones that are interconnected and mutually beneficial. The plan will integrate measures that improve quality of life, build prosperity, and enhance community resilience. Specifically, the CAP update will:

1. Clearly explain the community's climate challenges and the opportunities it faces in meeting more ambitious climate adaptation and GHG reduction goals;
2. Serve as a mechanism to tie together the City's existing and developing sustainability initiatives, strategies, and plans with the community's goals;
3. Establish a set of cohesive and specific sustainability strategies, implementation plans, and metrics for regional and State strategies and initiatives;
4. Activate and engage residents, businesses, and institutions with positive actions and tangible benefit;
5. Be optimized for online viewing on the City's website.

In addition, the CAP Update will be incorporated into the Hayward General Plan via General Plan GHG policies text updates. The General Plan GHG policies are intended to reflect the overarching policies and objectives contained within the more detailed CAP update document.

Following public review and comment, Rincon will coordinate with City staff to incorporate relevant public input into the Final CAP Update document and Final General Plan GHG Policies Update that will be presented to the City Council, with the intention of adoption by City Council. Finally, Rincon will prepare draft and final (based on City feedback) versions of the City's General Plan Sustainability FAQs.

Deliverables

- Administrative Draft CAP with High-quality Graphics, including an Executive Summary with High-quality

- Graphics, Bullet-points, and Take-aways (one electronic copy)
- Draft CAP with High-quality Graphics, including an Executive Summary with High-quality Graphics, Bullet-points, and Take-aways (one electronic copy)
- Draft General Plan GHG Policies Text Updates (one electronic copy)
- Final CAP with High-quality Graphics, including an Executive Summary with High-quality Graphics, Bullet-points, and Take-aways (one electronic copy)
- Final General Plan GHG Policies Text Updates (one electronic copy)
- Draft Update of the City's General Plan Sustainability FAQs (one electronic copy)
- Final Update of the City's General Plan Sustainability FAQs (one electronic copy)

5.3 CAP Implementation and Monitoring Procedures

Provide CAP Update Implementation Tracking Instruments. In order to demonstrate how Hayward will deliver its commitment to climate action and resiliency as discussed within the CAP Update document, Rincon will provide clear and transparent procedures via provision of:

1. A CAP Update implementation and monitoring table for inclusion in the CAP Update document; and
2. Rincon's unique GHG emissions reduction tracking tool (CAPDash) tailored to Hayward and the CAP Update for City staff to utilize in tracking Hayward's ongoing progress toward its GHG emission reduction targets and carbon neutrality goal.

Based on the policies, programs, measures, and actions identified in the CAP Update, Rincon will provide the CAP Update implementation and monitoring table for inclusion in the CAP Update document. In addition, Rincon will provide the separate CAPDash implementation and monitoring tool for a one-time fee as well as enter the CAP Update information into the tool for ongoing use by City staff. Rincon will also provide a training for City staff regarding how to use the CAPDash tool. The CAPDash tool will allow the City to track emissions and implementation progress over

time as well as transparently communicate emissions reduction progress to the community.

Deliverables

- CAPDash Tool tailored to Hayward and the CAP Update (one electronic copy)
- One training of City staff regarding use of the CAPDash Tool (virtual via screenshare)

Conduct CEQA Assessment of the CAP Update. It also necessary to provide opportunity for public review and input of the CAP Update in order for it to be considered a "qualified GHG reduction plan" pursuant to CEQA Guidelines Section 15183.5. CEQA analysis and corresponding public review/comment and noticing of the CAP Update would fulfill such a requirement. As such, CEQA analysis of the CAP Update will be provided as part of the overall EIR to be prepared also for the General Plan Housing and Safety Elements Update and Environmental Justice Element – see [Task 10, Environmental Review](#), for further detail.

Deliverables

- See [Task 10, Environmental Review](#), for deliverables (one electronic copy)

5.4 CEQA GHG Streamlining Checklist

Rincon will create a project-streamlining CEQA GHG Checklist that will allow project-level developments within the City to tier from the programmatic CAP CEQA analysis (prepared under [Task 10, Environmental](#)

Review) for project/plan-level GHG emissions analyses in order to demonstrate consistency with the State reduction targets and CEQA Guidelines. Rincon has completed some of the first GHG checklists in California,

and we will leverage our deep bench of in-house environmental planners to ensure consistency with CEQA Guidelines Section 15183.5. Upon receipt of one set of consolidated vetted comments on the Draft CEQA GHG Checklist from the City, Rincon will address comments and prepare and submit tracked and clean versions of the Final CEQA GHG Checklist to the City.

Deliverables

- Draft City CEQA GHG Checklist (one electronic copy)
- Final City CEQA GHG Checklist (one electronic copy)

Provide CEQA GHG Thresholds. To further strengthen the defensibility of future CEQA GHG analyses that would tier from the programmatic CAP CEQA analysis, we recommend the development of a City quantitative CEQA thresholds of significance for GHG emissions along with a guidance document for City staff for purposes of evaluating quantitative CEQA GHG analyses submitted by applicants. Such City quantitative CEQA GHG thresholds would be utilized when applicants are not able to meet all of the requirements in the CAP Consistency Checklist (i.e., CEQA GHG Checklist).

The GHG efficiency threshold for project- or plan-based CEQA analysis will be based on a methodology that considers emissions against an efficiency-based service population threshold. The efficiency-based threshold assesses the GHG efficiency of a project or plan on a per capita basis or service person basis. This approach will rely on the City GHG reduction goals in the CAP to attain a future horizon year target, compare it with the economic projections and planned land use development in the region up to specific horizon years, and allocate GHG reductions to population, service population and land uses. This CEQA GHG efficiency threshold is consistent with the CARB 2017 Climate Change Scoping Plan, which details the intention to accommodate population and economic, including housing, growth in California but do so in a way that achieves a lower rate of GHG emissions. This approach recognizes that highly efficient projects (e.g., compact and mixed-use development) with relatively high mass emissions may nevertheless meet the GHG reduction goals of AB and SB 32. As such, the CEQA GHG efficiency-based threshold will encourage infill and transit-oriented development, including housing.

5.5 CEQA GHG Thresholds

In addition, if the City proceeds with development of CEQA GHG thresholds, we could include assessment of the thresholds as part of the programmatic IS/ND to confirm that appropriate CEQA review of the updated thresholds occurs as part of the process and in an efficient manner. This would be done in conjunction with preparation of the programmatic CAP CEQA analysis (prepared under [Task 10, Environmental Review](#)). While it is anticipated that the CEQA GHG thresholds would result in minimal environmental impacts, inclusion as part of the programmatic CAP CEQA analysis means that the thresholds are adequately analyzed under CEQA and adopted via a public review process.

Overall, development of CEQA GHG thresholds would specifically assist with defensibility of future CEQA GHG analyses consistent with CEQA Guidelines Section 15064.7(b) by:

1. providing a basis of scientific and factual data (e.g., City GHG inventory, forecast, and targets);

2. providing a threshold under which a project or plan's impacts would be considered less than significant;
3. being supported by substantial evidence; and
4. being developed and adopted via a public review process.

The locally appropriate CEQA GHG efficiency threshold will also be created to comply with the State CEQA Guidelines and interpretative GHG case law such as *Center for Biological Diversity v. California Department of Fish and Wildlife and Newhall Land and Farming* (2015) 224 Cal.App.4th 1105, *Save Cuyama Valley v. County of Santa Barbara* (2013) 213 Cal.App.4th 1059, 1068, and *Golden Door Properties, LLC v. County of San Diego/Sierra Club, LLC v. County of San Diego* (2018) 27 Cal.App.5th 892, regarding the correlation between State and local conditions.

After developing the CEQA GHG thresholds, Rincon will prepare a concise guidance document for use by

City staff in evaluating submitted CEQA GHG emissions analyses and by applicants in preparing CEQA GHG emissions analyses. The guidance document will detail a defensible approach for evaluating GHG emissions impacts in analyses prepared pursuant to CEQA. The document will also provide substantial evidence of the methodology's consideration of Statewide GHG direction provided by the California Air Pollution Control Officers Association (CAPCOA), CARB, and OPR as well as recent relevant case law.

The guidance document will include the following sections:

1. Regulatory setting
2. Summary of the City CAP Update
3. Detailed expectations of GHG analyses for use in CEQA documents
4. Methodologies for quantifying GHG emissions from land use development projects and how to include

GHG emission reductions associated with the CAP and from State legislation

5. Calculation of a locally appropriate service population threshold that aligns with the State
6. 2030 target, the CARB 2017 Climate Change Scoping Plan, recent court rulings, and land uses within the City
7. List of potential measures and design features that can reduce GHG emissions from land use projects and how to calculate their effects on project or plan emissions

Deliverables

- Draft CEQA GHG Thresholds and Guidance Report (one electronic copy)
- Final CEQA GHG Thresholds and Guidance Report (one electronic copy)
- Adding assessment of the CEQA GHG Thresholds to the overall EIR (see [Task 10](#), *Environmental Review*)

Task 6. Environmental Justice Element and Implementation Plan

6.1 Existing Conditions Analysis

Low-income communities along with communities of color are often disproportionately burdened with pollution and its associated health risks. In 2016, the State of California signed SB 1000 into law, aiming to address inequitable distribution of pollution and its associated health risks specifically in low-income communities and communities of color. SB 1000 amended Government Code Section 63502, requiring both cities and counties to incorporate environmental justice policies and programs into their general plan if two or more elements are being updated and/or revised concurrently, and if the jurisdiction identifies any disadvantaged communities present within the jurisdiction's planning area boundaries. Cities and counties can address environmental justice by either adopting a separate environmental justice element or by integrating environmental justice goals, policies, and objectives throughout other general plan elements.

Rincon will work with the City to develop the most

appropriate method to identify disadvantaged communities, which may involve social mapping tools such as CalEnviroScreen provided by the California Environmental Protection Agency. This process will also involve the characterization of the major challenges that Hayward's disadvantaged communities face, such as adverse air quality caused by industrial activities or inadequate access to regional transportation.

Deliverables

- Draft Environmental Justice Existing Conditions White Paper (one electronic copy)
- Final Environmental Justice Existing Conditions White Paper (one electronic copy)

6.2 Environmental Justice Element

The Environmental Justice Element will define and identify disadvantaged communities in Hayward, strive to understand the unique and disproportionate challenges faced by these communities, and guide the city's efforts to address issues related to social equity and environmental justice. Pursuant to SB 1000, this element will address pollution exposure, provision of public facilities, food access, residential safety and opportunities for physical activity. In addition, this element will offer goals and policies on promoting meaningful community engagement among disadvantaged communities and recommendations to improve existing programs that promote equity and inclusiveness in the decision-making process. As social equity and environmental justice are interconnected to many other components of the General Plan, policies developed for this element will be tied to those in other elements, such as the Land Use Element and Public Safety Element.

Rincon will prepare a Draft Environmental Justice Element for the City. We anticipate up to two rounds of review of the element. Each draft will be submitted electronically, and we will respond to compiled, tracked changes from the City. The Environmental Justice Element table of contents (including figures, tables, and charts), glossary, and index will be updated as appropriate to reflect changes made throughout the document. The final version of the Environmental Justice Element will be provided as digital files, and no hard copies have been assumed.

Deliverables

- Draft Environmental Justice Element (one electronic copy)
- Public Review Draft Environmental Justice Element (one electronic copy)
- Final Environmental Justice Element (one electronic copy)

Task 7. Safety Element Update

There have been a number of pieces of legislation approved over the past five years that require cities to update Safety elements. This is a selection of key legislation:

- **SB 1035** requires a jurisdiction's safety element to be revised to identify new information on fire hazards, flood hazards, and climate adaptation and resiliency strategies applicable to the city and county that was not available during the previous revision of the safety element.
- **SB 379** requires all cities and counties to include climate adaptation and resiliency strategies in the safety elements of their general plans beginning January 1, 2017. The bill requires the climate adaptation update to include a set of goals, policies, and objectives for their communities based on the vulnerability assessment, as well as implementation measures.
- **SB 99** requires a local government to review and update the safety element during the next revision of the housing element (on or after January 1, 2020) to identify residential developments in hazard areas that do not have at least two emergency routes.
- **AB 747** requires a local jurisdiction to evaluate evacuation routes for their capacity, safety, and viability under a range of emergency scenarios in the safety element upon the next revision of the Local Hazard Mitigation Plan.

7.1 Review and Evaluate Current Safety Element

Rincon will review and evaluate the current draft version of the Safety Element to determine its compliance with State law. Rincon will identify any necessary updates

to the City's Safety Element to ensure that it complies with State regulations and maintains consistency with the updated Housing Element. To avoid duplication

of research and analysis, our scope assumes that we will and integrate climate adaptation and resiliency strategies from the City's Local Hazard Mitigation Plan (2016), as appropriate to comply with SB 379. We understand the current LHMP is set to be updated within the next year per FEMA requirements, and will work closely with the City to determine if updated data and strategies will be available at the time of the Safety Element updates. Rincon can also prepare a scope of work and a budget estimate to update the LHMP and thereby concurrently update both documents together. Rincon will summarize any necessary updates that will be made to existing natural and manmade hazards and

how they will be affected by the existing climate crisis, utilizing data from local, regional, State, and federal resources. As part of this evaluation, Rincon will also summarize any updates to the geological environment and associated hazards, including how these hazards will evolve over time as a result of climate change.

Deliverables

- Draft Safety Element Evaluation Report (one electronic copy)
- Final Safety Element Evaluation Report (one electronic copy)

7.2 Climate Change Vulnerability Assessment

Rincon will prepare a climate change vulnerability analysis (CCVA) to identify and begin defining future climate change adaptation strategies for integration into the General Plan Safety Element Update and CAP Update. This step will also help the City with CAP Update and General Plan Safety Element Update implementation efforts following these planning efforts. In order to better understand the potential impacts and vulnerabilities to climate change hazards and meet the requirements of SB 379 Rincon will prepare a CCVA to identify the community assets that are most vulnerable to the potential impacts of climate change across sensitive community areas, including infrastructure, buildings, natural systems, economic assets, and vulnerable populations. The CCVA will specifically detail the hazards that are associated with the various impacts of climate change in Hayward, the expected magnitude, identify and map sensitive community areas and their assets exposed to climate hazards, and conduct a spatial and quantitative analysis of the sensitivity and adaptive capacity of each sensitive community area, evaluating the vulnerability of each consistent with

the California Adaptation Planning Guide and SB 379. This analysis will consider how future extreme events may stress vulnerable populations and assets past their ability to adapt and overcome climate change-related challenges and will include adaptation opportunities and recommendations. Rincon will provide the CCVA analysis results and adaptation opportunities in a draft memorandum, and then provide a final memorandum based on City review feedback. The final version of the CCVA will then be utilized to create a CCVA executive summary with high-quality graphics, bullets, and take-aways for ease of various City departments and public consumption of the information.

Deliverables

- Draft CCVA and Adaptation Opportunities Memorandum (one electronic copy)
- Final CCVA and Adaptation Opportunities Memorandum (one electronic copy)
- CCVA Executive Summary with High-quality Graphics, Bullet-points, and Take-aways (one electronic copy)

Evacuation Route Analysis

To best identify residential neighborhoods that have less than two evacuation routes, Rincon will meet with the City's emergency providers and planning department to facilitate the identification of roadways that serve as evacuation routes and residential neighborhood

boundaries. Rincon will conduct a GIS mapping exercise to identify the location of neighborhoods, as applicable, that have less than two evacuation routes. Rincon will provide a map for inclusion in the Safety Element. If there are neighborhoods with less than two evacuation

routes, Rincon will include policies and implementation programs to mitigate risk associated with limited evacuation options. In addition, Kittelson will review the City's Hazard mitigation plan and perform network assessment using the information from their work on the circulation element. Kittelson will obtain base mapping and assumptions needed to perform the assessment for evacuation route planning from Rincon. Kittelson will generate evacuation route maps for a

range of emergency scenarios (up to five different emergencies) that the City identifies.

Deliverables

- Key Residential Neighborhood Evacuation Maps (to be included in the Safety Element)
- Residential evacuation policies and implementation programs (to be included in the Safety Element)

7.3 Safety Element Update

Rincon will prepare an update to the Safety Element to maintain consistency amongst all General Plan Elements and address recent legislation highlighted above, Seismic Hazard Zones (i.e., Seismic Hazards Mapping Act of 1990 and the Alquist-Priolo Earthquake Fault Zoning Act of 1972) and soil strength properties. Rincon will describe major creeks, streams, and drainages, and will summarize the latest FEMA floodplain mapping to illustrate potential safety and development constraints. Rincon will summarize urban fire risks, fire hazard risk areas, and fire protection resources. Rincon will also summarize major users and producers of hazardous materials within or adjacent to Hayward.

Rincon anticipates up to two rounds of review of

the Safety Element amendments. Each draft will be submitted electronically (Word) only and we will respond to compiled, tracked changes from the City. The final version of the Safety Element will be provided as digital files (Word and PDF), and no hard copies have been assumed.

Deliverables

- Administrative Draft Safety Element (one electronic copy)
- Screencheck Draft Safety Element (one electronic copy)
- Final Draft Safety Element (one electronic copy)

Task 8. Zoning Map and Text Amendments

Following preparation of the Administrative Draft Housing Element, Mintier Harnish will assist the project team with crafting new zoning provisions to comply with Housing Element requirements and new State law, intensify land use patterns, and permit by-right supportive and transitional housing, and multi-family development, safe parking, safe camping, tiny home developments and other innovative models of affordable, supportive housing. They will also work with the project team to develop recommendations for zoning text and zoning map amendments based on the Housing Policy Analysis and Alternatives and General Plan Updates to the various elements and results in community outreach, stakeholder, and decision maker direction.

Rincon will prepare land use map and Zoning Map amendments as required to implement the policies and programs set forth in the Housing Element Update. We assume one round of review on the draft zoning code amendments and maps.

Deliverables

- Draft Zoning Code Amendments (one electronic copy)
- Final Zoning Code Amendments (one electronic copy)
- Revised Zoning Maps (one electronic copy)

Task 9. Consistency Review with all General Plan Amendments

9.1 General Plan Consistency

Mintier Harnish will assist Rincon Consultants with the City of Hayward 2040 General Plan Elements update and Housing Element-related Zoning Code amendments. We will help refine the General Plan to meet new State requirements established since 2014, including the Safety and Environmental Justice Elements, as well as adaptation and resiliency. Mintier Harnish will also collaborate with Rincon Consultants, City staff, and the community to prepare innovative, contemporary Zoning Code amendments to increase housing supply and affordability in Hayward.

Mintier Harnish's experience as lead consultant on the 2040 General Plan update uniquely qualifies them to assist the planning team and the community with affirming the community vision and guiding principles, integrating new or revised goals, policies and programs into the existing Plan, and crafting implementing zoning regulations. As a part of this effort, Mintier Harnish will help the project team ensure that the City engages with all segments of the community and that the proposed updates, including amendments, policies, programs, and regulations, do not disproportionately impact communities of color and also direct resources and

develop programs to provide opportunities and services where they are needed the most.

Rincon will review relevant legislation that has passed since the City's 2040 General Plan update and its applicability to Hayward. Analysis of relevant legislation and assessment of potential City document amendments will guide our recommendations regarding public engagement and review. The Rincon team will prepare a General Plan consistency review detailing the findings of our legislative analysis and City planning document review and provide recommendations for amendments to the Land Use and Safety Elements to provide for consistency with the Housing Element.

The Rincon team will seek to avoid extraneous General Plan or zoning amendments by accommodating Housing Element growth and sites within existing General Plan and zoning allowances when possible. This task will also include review of ongoing effort to create citywide objective design standards for multi-family residences, to understand if any recommended general plan amendments, zoning amendments, or other changes to existing housing development potential are anticipated or recommended as a result of the process.

9.2 General Plan Amendments

Upon approval of the General Plan Amendments consistency review, the Rincon team will prepare an Administrative Draft of Land Use Element Amendments found to be necessary. Based on the evaluation of the current General Plan, issues and opportunities identified as part of the legislative analysis, and in conjunction with the Housing Element Update, we will prepare revisions to existing goals, policies, and actions, as appropriate and propose new goals, policies, and actions, as appropriate. This effort will focus on refinements and updates to address key policy topics, new plans and trends, and new State mandates and guidelines.

Mintier Harnish will obtain information available

regarding disadvantaged communities and communities of color in Hayward. They will assist with preparing with the Environmental Justice Element (see [Task 6](#)). Mintier Harnish will also coordinate with Hayward City Departments, including Fire, Police, Public Works, the Building Division, as well as any outside agencies such as Alameda County, CalFire, or others, if needed, to update the General Plan Safety Element (see [Task 7](#)). They will also assist the project team with a thorough review the 2040 General Plan to identify additional elements that should be amended to be consistent with other General Plan amendments and the Housing Element.

We will strive to make the updated Land Use Element self-mitigating, working with City staff to craft

policies and actions that address physical change and environmental issues. We will look at those policies and actions through a CEQA lens to determine the likely outcome of the EIR impact evaluation process. Where we see likely gaps in effective mitigation of potential environmental effects, we will suggest strengthened or additional policies and actions. By taking this approach, we avoid surprises and minimize (or eliminate) additional mitigation measures from the CEQA process.

Rincon anticipates up to two rounds of review of the Land Use Element amendments. Each draft will be submitted electronically (Word) only, and we will

respond to compiled, tracked changes from the City. The Land Use Element table of contents (including figures, tables, and charts), glossary, and index will be updated as appropriate to reflect changes made throughout the document. The final version of the Land Use Element will be provided as digital files (Word and PDF, and no hard copies have been assumed). We assume one round of review on the draft General Plan Amendments.

Deliverables

- Draft General Plan Amendments (one electronic copy)
- Final General Plan Amendments (one electronic copy)

Task 10. Environmental Review

Note: Some subtasks of the CEQA documentation may run concurrently with the development and finalization of the Draft Housing Element's components, the General Plan Amendments (Safety and Environmental Justice Elements) and the Climate Action Plan, but the EIR must be circulated and certified prior to taking final action on the Housing Element and General Plan Amendments. This Task 10 discussion is presented here to correspond with the task order outlined in the City's RFP. Please review to our overall schedule to clearly interpret the proposed relationships between tasks in a timeline fashion.

The Rincon team will prepare the required CEQA review for the various planning efforts. Prior to finalizing the scope of the CEQA document, the Rincon team will review certified EIRs to see if an addendum or supplemental document could be prepared. We will discuss our recommended approach with the City before commencing this task. For purposes of budget, we scoped the following subtasks to prepare a stand-alone EIR.

10.1 Notice of Preparation, Initial Study and Scoping Meeting

The Rincon team will draft a Notice of Preparation (NOP) in consultation with City staff. The NOP will include a brief description of the scope of the project, a map of the opportunity sites, and instructions for submitting comments, as well as other CEQA-required information. The Rincon team will submit a final PDF copy of the NOP to City staff for posting on its website and for distribution to public agencies. We assume the City will distribute the NOP. The Rincon team will upload the NOP to the State Clearinghouse/Office of Planning and Research using their online platform (no printed copies are currently needed for this filing) and will file the NOP with the County Clerk.

The Rincon team will draft an Initial Study in

consultation with City staff. The Initial Study will be used to "scope out" certain environmental resource topics that are likely to be determined to have no impact or not relevant to the city. We will prepare a public draft Initial Study upon comments from the City on the administrative draft Initial Study. This scope assumes the analyses will be brief and not exhaustive.

During the 30-day public scoping period for the NOP, the Rincon team and City staff will conduct a public scoping meeting to introduce the CEQA process and timeline and to obtain input on the EIR scope. The Rincon team will summarize the comments into general themes to be addressed in the EIR. This scope assumes no transcript of verbatim comments will be provided.

Deliverables

- Draft Notice of Preparation (one electronic copy)
- Final Notice of Preparation (one electronic copy)

- Administrative Draft Initial Study
- Public Draft Initial Study
- Scoping Meeting Presentation (one electronic copy)

10.2 Administrative Draft EIR

The Rincon team will prepare an administrative draft EIR in compliance with CEQA requirements, comments on the NOP, and information from other relevant documents completed by the City in recent years. Each topical section in the environmental analysis will be introduced with a brief statement of its context in the EIR. The setting for each topical section of the EIR will describe existing conditions relevant to the topic and provide the groundwork for impact analysis. The Rincon team will clearly state the thresholds used to determine the significance of project impacts and will include thresholds in the CEQA Guidelines, Appendix G, City guidelines (as applicable), and existing regulatory standards, where applicable. For each potentially significant impact identified in the administrative draft EIR, the Rincon team will identify feasible mitigation measures to avoid or reduce identified impacts. To prepare an EIR that meets the needs of the City and complies with CEQA, the EIR will include the following sections:

- **Executive Summary.** This section will provide a summary of the entire EIR, including a summary of impacts and mitigation measures in matrix format.
- **Introduction and Environmental Setting.** The introduction will describe the purpose of the EIR, the scope of issues to be addressed, and present the organization of the report. This section will include a discussion of areas where the project was found to have no impacts.
- **Project Description.** The project description will contain the City's objectives for the project, a summary of goals, policies, programs, development regulations, and a graphical depiction of the proposed opportunity sites.
- **Analysis, Impacts, and Mitigation Measures.** Analysis of impacts will include four main components:
 - **Setting:** description of current conditions with respect to the issue in question, including the existing

regulatory environment

- **Impact analysis:** discussion of potentially significant effects of the proposed project; impacts are typically compared to established "thresholds of significance."
- **Programmatic mitigation measures:** methods by which significant effects can be reduced or eliminated
- **Level of significance after mitigation:** discussion of whether proposed mitigation measures would reduce impacts to less than significant
- **Alternatives.** The EIR will consider up to two alternatives to the proposed project, including the "no project" alternative. The alternatives analysis will be less detailed than the project analysis but will identify the magnitude of each impact and associated mitigation requirements. The Rincon team will work with City staff to develop a reasonable alternative that will meet most of the project's objectives and reduce or avoid impacts to the environment.
- **Other Required CEQA Issues.** The EIR will provide, in addition to the sections discussed above, all other required CEQA issues, including areas of known controversy, growth inducement effects, and significant unavoidable impacts.

The EIR will address all issue topics listed in CEQA Guidelines Appendix G. These issues, which will be analyzed in a programmatic framework, will include:

Aesthetics. The aesthetic analysis will consider such issues as alteration of public views, changes in visual character, and increased light and glare. The analysis will focus on maintaining the existing visual character within the city. The analysis will also consider consistency with relevant City thresholds and documents addressing design and development standards.

Air Quality. This section will be prepared in accordance with Bay Area Air Quality Management District (BAAQMD) Guidelines. Both temporary construction effects and long-term regional effects will be

considered. It will compare growth potential under the Housing Element to growth forecasts contained in BAAQMD air quality plans to determine consistency with local air quality planning. This analysis will use trip generation rates from the transportation analysis.

Biological Resources. The Rincon team will conduct a biological resources analysis as a desktop, program-level analysis. The Rincon team will identify potential impacts to biological resources that could occur from development under the proposed project, and to develop a suite of measures that would be required to avoid, minimize, and/or mitigate potential impacts. Because this will be a programmatic-level analysis, no project-level analyses of potential impacts will be conducted; however, the proposed measures will outline a project-level process for the analysis and identification of project-specific impacts to biological resources, and a process for selecting appropriate measures that would be applicable for development of specific sites, to reduce the need for additional CEQA-level analysis for individual projects.

Cultural Resources. This analysis will address archaeological and historic resources. The Rincon team will also prepare the SB 18 and AB 52 consultations, described further under Tribal Cultural Resources. The cultural resources analysis will review historic resources, archaeological resources, and paleontological

resources within the city and the potential impacts to those resources as a result of the project. To compile a listing of recognized significant historic and prehistoric resources, information will be obtained from the State Office of Historic Preservation and Hayward Area Historical Society (if available).

Greenhouse Gas Emissions. This analysis will consider the project's potential contribution to cumulative impacts related to GHG emissions and climate change. The Rincon team will present an overview of the current regulatory framework regarding GHG emissions and climate change, including SB 32, AB 32, SB 97, and SB 375, as well as adopted amendments to the CEQA Guidelines. We will also confirm that the Housing Element would be consistent with the City's Climate Action Plan.

Land Use and Planning. This section will examine land use policy issues. The Rincon team will prepare an objective discussion of whether and how the proposed Housing Element, CAP, General Plan update, and Zoning Code update would be consistent with 2040 General Plan and EIR, the Downtown Specific Plan, Mission Boulevard Specific Plan, and other neighborhood plans. This section will reflect the General Plan consistency analysis performed in [Task 9](#) above.

Noise. The noise analysis will examine both temporary construction noise, traffic noise impacts to new



receptors, and long-term operational noise. Noise model calculations will be included as an appendix to the EIR, and the technical analysis will be summarized in the EIR section. Construction noise will be estimated based on information from the U.S. Environmental Protection Agency, the Federal Transit Administration, and the Federal Highway Administration. Traffic noise will be estimated based on traffic volume data used in the transportation analysis. In addition, the analysis will evaluate temporary construction and long-term vibration associated with the project estimated based on information from the Federal Highway Administration.

Public Services and Recreation. This section will address potential impacts relating to police protection and fire protection services, schools, and parks and recreational facilities. This section will use existing information and information from service providers to determine service levels and existing and projected gaps in service that may result from anticipated development of approximately 4,200 housing units in the city.

Transportation. Kittelson & Associates will prepare descriptions of the transportation network near identified major housing sites including the roadway network, bicycle and pedestrian facilities, and transit service. Kittelson will rely on prior documents and any available information to update for changed conditions.

Kittelson will prepare the circulation analysis for the Administrative Draft EIR. Thresholds of significance will be established based on the CEQA guidelines. Kittelson will use the City's adopted VMT guidelines for this task. This document provides suggested thresholds of significance related to VMT that will be applied for this project. The information on the screening criteria that can be applied to certain projects including small infill developments (less than 110 trips per day), developments near major transit facilities, and developments containing 100 percent affordable residential units will also be used in this task. The proposed VMT analysis will identify specific housing sites and/or housing types that may qualify for screening out of VMT analysis.

Kittelson will determine the VMT per capita associated with the combined housing sites as a whole using Alameda CTC model output for the preferred scenario, focusing on the difference between the "no project" and "proposed project" conditions. If deemed appropriate by the City, Kittelson would also provide VMT per capita estimates developed individually for the largest housing sites (up to ten), applying metrics from the Citywide or Alameda CTC model including post processing adjustments to account for density and affordability as appropriate.

If implementation of the Plan is determined to have



potentially significant VMT impacts, Kittelson will develop mitigation measures related to VMT reduction, including Transportation Demand Management (TDM) strategies that may either be implemented programmatically at the Policy level, or at the project level to reduce VMT impacts. They would either be based on CAPCOA recommendations for TDM, or any available TDM tools currently being developed by Alameda CTC. If it is deemed infeasible to fully mitigate VMT impacts to less than significant levels, Kittelson will identify which mitigation measures are considered to be feasible along with their anticipated efficacy. For mitigation measures deemed to be infeasible, the reasoning for that determination will be explained. As appropriate, Kittelson will also work with the team to incorporate VMT reduction strategies into Housing Element policies.

Consistent with the program-level nature of the EIR, the circulation analysis will broadly assess circulation safety and as well as pedestrian, bicycle, and transit modes including consistency with adopted multimodal policies and bicycle network plans. An assessment of emergency access will be qualitative given the programmatic nature of the EIR, focusing primarily on the accessibility of sites to the regional roadway network and primary emergency responder routes.

Kittelson will assist the team in summarizing how transportation related CEQA impacts would differ to the proposed project for two project alternatives. The relative VMT impacts associated with each of the alternatives will be qualitatively assessed based on the trip generation estimates along with the general locations of each alternative's housing sites, as well as TAZ-level per capita VMT estimates available from previously available Alameda CTC model runs.

Kittelson will also extract model projected VMT for use by Rincon in the Climate Action Plan (CAP) for 2025, 2030, 2040, and 2045. Given the Citywide model only has a base year 2015 and a cumulative year 2035, Kittelson will need to interpolate the additional years required for the CAP. Kittelson will submit an administrative draft circulation analysis report to the EIR team and the City Staff, addressing comments received and preparing the public review Draft EIR chapter.

Tribal Cultural Resources. The Rincon team will collect regional background information on tribal cultural resources that could be affected by the project. The collected information will include Native American Heritage Commission Sacred Lands File Search, reviews of regional ethnographic information, from relevant past project information, and information provided through government-to-government tribal consultation in accordance with AB 52 and SB 18. The Rincon team will then assist the City with government-to-government Native American consultation by preparing the AB 52- and SB 18-specific letters to be placed on City letterhead, preparing and submitting a Native American Heritage Commission Sacred Lands File SB 18 request, and preparing a tracking sheet and instructions to be provided to the City. The instructions will include details regarding schedule and timelines associated with AB 52 and SB 18 to ensure timely consultation.

Utilities and Service Systems. This section will discuss potential impacts to water supply and service systems, wastewater conveyance and treatment systems, and solid waste collection and disposal systems. The evaluations of service systems will involve contact with the service providers. The Rincon team will prepare a water supply assessment per SB 610 requirements, given the proposed increase in residential units in the Housing Element update.

Wildfire. This section will discuss the project's potential impacts related wildfire risk, including the impact to emergency plans, exposure of project occupants to wildfire risk, impacts of required infrastructure improvements, and exposure to other hazards associated with wildfire, using information from the California Department of Forestry and Fire Protection, the City's Local Hazard Mitigation Plan, and any information available from the Safety Element.

The Rincon team will provide City staff with one electronic copy of the Administrative Draft EIR and associated appendices (electronic versions only). The Rincon team will incorporate City staff input into the administrative draft EIR. This scope of work assumes that City staff will conduct one round of review of the administrative draft EIR and provide consolidated, non-contradictory comments and edits. The Rincon team will incorporate appropriate revisions and meet with the

City if needed to discuss comments. The Rincon team will prepare a clean copy of the screen check draft EIR. The Rincon team will provide the screen check version in digital format and one paper copy if requested.

10.3 Publish Draft EIR

The Rincon team will prepare and distribute the required copies of the Draft EIR to the State Clearinghouse, including all required accompanying forms, such as the Notice of Completion. The Rincon team will also file the Notice of Availability of the Draft EIR with the Alameda County Clerk. It is assumed that City staff will distribute the Notice of Availability of the Draft EIR to responsible agencies, trustee agencies, and interested organizations, and persons. The Rincon team will be responsible for required newspaper ads and other public noticing of the document's availability, such as radius label mailing or onsite posting. As required by State law, the Draft EIR will be circulated for public review for a minimum of 45 days. The Rincon team will

Deliverables

- Administrative Draft EIR including associated appendices (one electronic copy)

provide City staff with 2 paper copies and one electronic copy of the Draft EIR suitable for posting on the City's website to facilitate public access. Comments received during the public review period will be compiled for later responses.

Deliverables

- Public Draft EIR including associated appendices (two paper copies and one electronic copy)
- Notice of Completion/Notice of Availability (one electronic copy)
- OPR's Summary Form (one electronic copy)
- Administrative Record file (one electronic copy)

10.4 Response to Comments/Final EIR and MMRP

The Rincon team will prepare a response to comments document after the review period has closed and all comments submitted during that period have been received. Comments will be numbered and responded to as required by the CEQA guidelines. It is assumed that no new analyses will be required. If the volume or complexity of public comments exceeds the time allotted in the budget, a proposal to add services will be prepared.

The Final EIR will include corrections to the Draft EIR, responses to comments, and the Mitigation Monitoring and Reporting Program (MMRP). The Rincon team will prepare a Screen Check Final EIR incorporating, where appropriate, edits/errata to the Draft EIR based on the response to comments, as well as edits to the MMRP for City staff review and confirmation followed by a Final EIR after incorporating comments from City staff. The Rincon team will provide a draft Findings of Fact and Statement of Overriding Considerations (if needed) for the City's use, as well as one digital and 2 paper copies of the Final EIR.

An MMRP consisting of a separate list of all identified mitigation measures, will also be developed. The MMRP will be provided in a format designed for use by planners, environmental monitors, or code enforcement officers. Essentially, this plan will take the form of a detailed table that describes:

1. Persons/agencies responsible for monitoring compliance with each condition
2. Timing when monitoring must occur
3. Frequency of monitoring
4. Criteria to be used to determine compliance with conditions

Following certification of the EIR, The Rincon team will make any required modifications. The Rincon team will then provide the City with clean copies of the final approved documents as indicated below. Within one day of Final EIR certification and project approval, the Rincon team will submit the Notice of Determination to City staff for delivery to the City Clerk and/or State Clearinghouse.

Deliverables

- Administrative Draft Final EIR and MMRP (one electronic copy)
- Final EIR (two printed copies and one electronic copy)
- Administrative Record file (updated from Draft EIR if needed)
- Draft Findings of Fact/Statement of Overriding Considerations, if necessary (one electronic copy)
- Notice of Determination (one electronic copy)

Task 11. Public hearings and Preparation of Presentation Materials

The Rincon team will attend up to five public meetings/hearings for the draft Housing Element, CAP, and proposed General Plan and Zoning amendments. We anticipate these meetings will be a combination of study sessions and public hearings to inform decision-makers about the housing element process, the General Plan and Zoning amendments, the Climate Action Plan,

the outreach strategies, etc. We will prepare draft PowerPoint presentations and do “dry runs” with City staff prior to the public meetings/hearings.

Deliverables

- PowerPoint Presentations (one electronic copy)

Task 12. Adoption

12.1 Final Draft Housing Element Adoption

Following HCD review, the Rincon team will incorporate comments received from HCD and the general public to formulate the Final Housing Element prior to City Council adoption.

Deliverables

- Final Housing Element (one electronic copy)

12.2 HCD Certification

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

meet HCD requirements and needing to repeat the review and adoption process again. Throughout the HCD review process, the Rincon team will maintain contact with HCD staff via email and phone calls regarding the City’s progress, key issues to be addressed, and alternative approaches to compliance. After adoption, the Housing Element must be submitted to HCD for its final review within 90 days. We have assumed 36 staff hours for this task. If more time is required, we will work with the City to figure out the most efficient path to HCD certification.

Assumptions

- City staff to provide list of organizations to contact for outreach.
- City staff to provide translation services to the extent feasible.
- City staff to review administrative draft documents within 2-4 weeks of receipt, depending on the length and complexity.
- City staff to provide the following GIS data layers to inform the SB 99 single-access evacuation analysis: 1) residential neighborhood boundaries, 2) street network.
- City staff to provide emergency scenarios to inform the AB 747 evacuation scenario analysis.
- City staff to provide number of permitted ADU's from the last three years (2018, 2019, 2020).
- City staff to provide a list of planned and approved projects that are anticipated to be built during the 6th Cycle.
- City staff to provide Housing Element Annual Progress Reports.
- City staff to provide the following GIS data layers relating to the Sites Inventory:
 - APNs
 - Acreage
 - Sites address
 - Zoning designations
 - General Plan Land Use designations
 - Existing use
 - Specific plans
 - Owner information
 - Structure age
 - Land value
 - Structure value
 - Environmental constraints
 - Other relevant data (priority growth area, transit priority areas)
- City staff responsible for printing outreach materials, including agendas, fliers, and posters unless otherwise included in Rincon budget.
- City staff will provide information for maintaining and updating the Housing Element website in its complete form, at least two days prior to final posting date.
- Rincon can provide written and spoken translation in Spanish, as budgeted in the proposal. Additional translation in Spanish will require a budget adjustment, and translation into other languages will require partnerships with outside organizations or firms.



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5 Workplan

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5 Workplan

The Rincon team is prepared to begin the work program described in this proposal immediately upon authorization to proceed. As depicted in the chart on the following page, Rincon proposes to adhere to a schedule that allows the Housing Element and all other General Plan updates to be adopted by HCD's January 2023 deadline.

Estimate of Professional Labor Hours Each Month

While it is difficult to predict how many labor hours could be needed each month on this complex project, in general approximately 160 Rincon labor hours will be used. Depending on the stage of the project, this number will vary from few hours (less than 40 during public review periods), to more than 300 hours when the project is going full speed ahead. We hope this helps you understand the magnitude of the work involved in all of the components to update the City's Housing and Safety Elements, draft an Environmental Justice Element, update the Climate Action Plan, complete the CEQA process, all the while conducting extensive public outreach and education.





Meeting
(Community/Staff)



Public
Meeting/Hearing



Work in
Progress



City Review

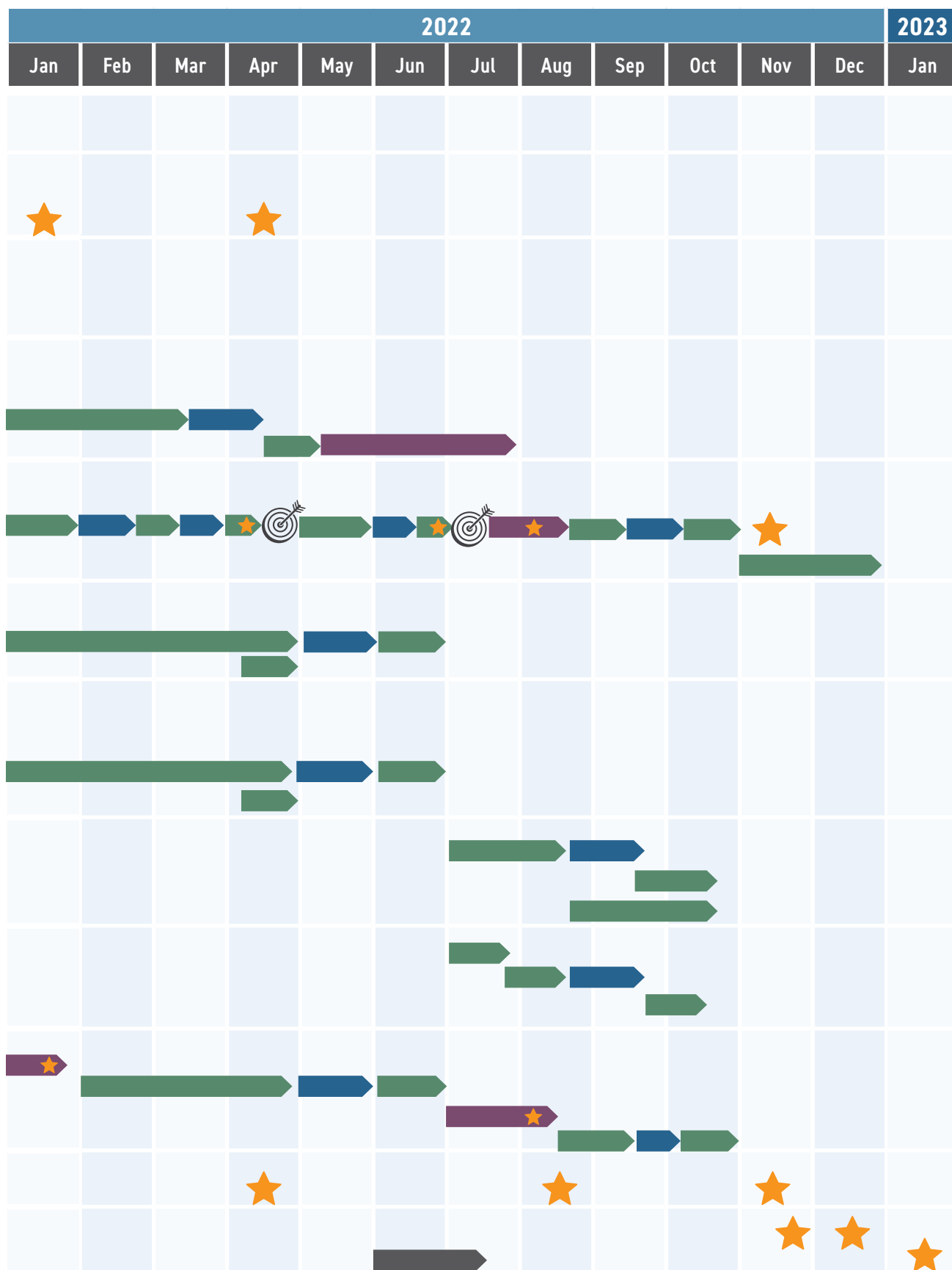


Public Review



HCD Review

KEY TASKS	2021				
	Aug	Sep	Oct	Nov	Dec
1: Project Management and Coordination Kickoff meeting					
2: Community Outreach and Engagement Plan Draft Public Outreach Plan Implement Outreach Plan					
3: Housing Policy Analysis and Alternatives Document Review Review and Evaluation of Current Housing Element Sites Inventory					
4: Housing Element Update Existing and Projected Housing Needs Fair Housing Administrative Draft Housing Element Public Review Draft Housing Element					
5: Climate Action Plan Analyze City GHG Emissions inventories & Forecast GHG Emissions CAP Update w/ Strategies to Meet City GHG Emissions Targets Vulnerability Assessment and Adaptation Strategies CAP Implementation/Monitoring Procedures					
6: Environmental Justice Element and Implementation Plan Existing Conditions Analysis Draft Environmental Justice Element Final Environmental Justice Element					
7: Safety Element Update Review and Evaluate Current Safety Element Vulnerability Assessment and Adaptation Strategies Draft Safety Element Update Final Safety Element Update					
8: Zoning Map and Text Amendments Draft Zoning Code Final Zoning Code Revised Zoning Maps					
9: Consistency Review with all General Plan Amendments General Plan Consistency Draft General Plan Amendments Final General Plan Amendments					
10: Environmental Review Notice of Preparation, Initial Study and Scoping Meeting Administrative Draft EIR Publish Draft EIR Response to Comments/Final EIR and MMRP					
11: Public Hearings and Preparation of Presentation Materials Public meetings and hearing (illustrative only)					
12: Adoption Final Draft Housing Element Adoption HCD Certification					





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Rincon Differentiators



**Local
Experience**



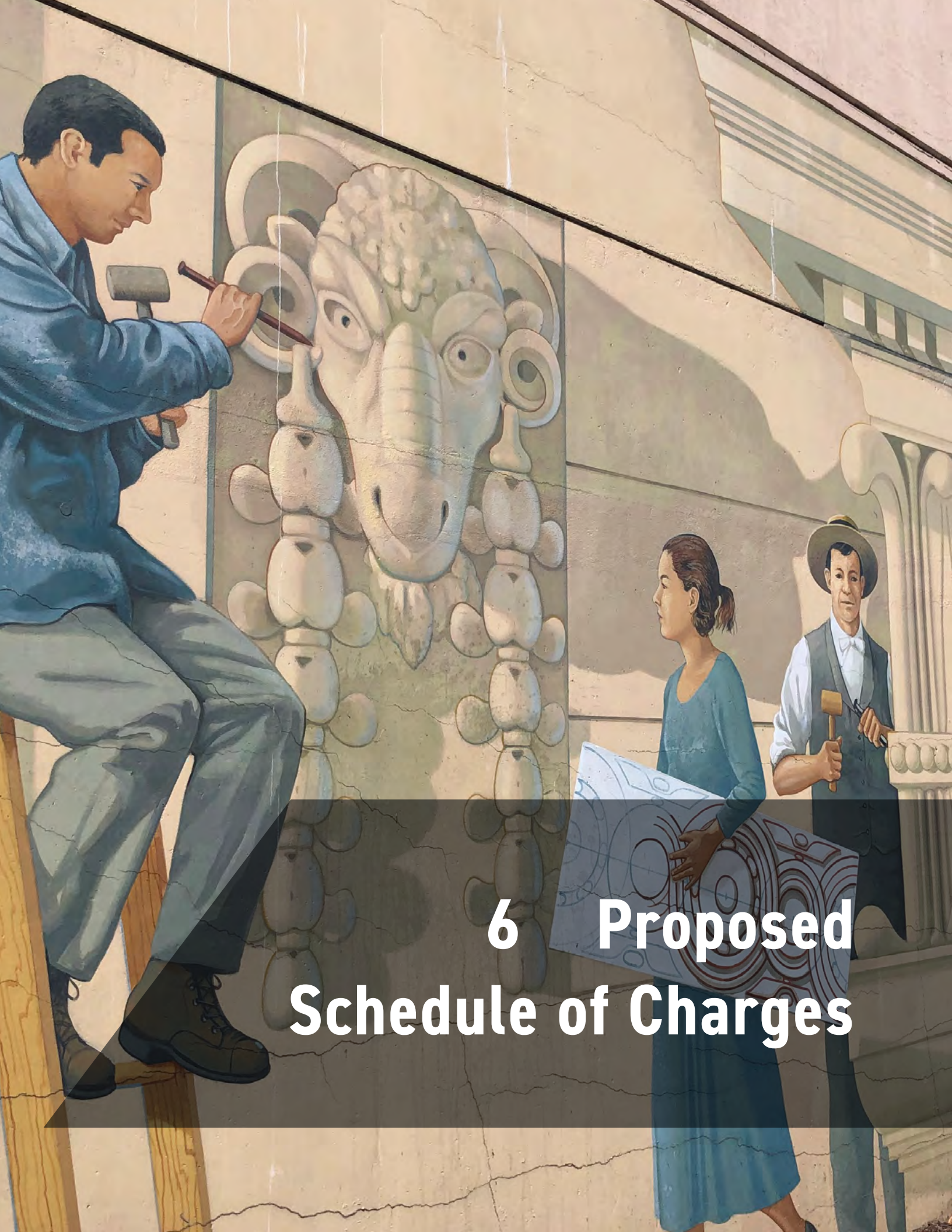
**Planning *and*
Environmental
Experts**



**Capacity and
Resources**



**Dedicated Public
Engagement Team**



6 Proposed Schedule of Charges

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6 Proposed Schedule of Charges

Standard Fee Schedule

Professional, Technical and Support Personnel*	Hourly Rate
Principal II/Director II	\$247
Principal I/Director I	\$227
Senior Supervisor II	\$211
Supervisor I	\$201
Senior Professional II	\$180
Senior Professional I	\$165
Professional IV	\$149
Professional III	\$134
Professional II	\$118
Professional I	\$108
Associate III	\$98
Associate II	\$93
Associate I	\$84
Project Assistant	\$77
Senior GIS Specialist	\$144
GIS/CADD Specialist II	\$129
GIS/CADD Specialist I	\$115
Technical Editor	\$115
Production Specialist	\$91
Clerical	\$77

*Professional classifications include environmental scientists, urban planners, biologists, geologists, marine scientists, GHG verifiers, sustainability experts, cultural resources experts, and other professionals. Expert witnesses services consisting of depositions or in-court testimony are charged at the hourly rate of \$350.

Reimbursable Expenses

Direct Cost	Rates
Photocopies – Black and White	\$0.20 (single-sided) & \$0.40 (double-sided)
Photocopies – Color	\$1.50 (single-sided) & \$3.00 (double-sided)
Photocopies – 11 x 17	\$0.50 (B&W) & \$3.30 (color)
Oversized Maps	\$8.00/square foot
Digital Production	\$15/disc and \$20/flash drive
Light-Duty and Passenger Vehicles*	\$85/day
4WD and Off-Road Vehicles*	\$135/day
*\$0.65/mile for mileage over 50 and for all miles incurred in employee-owned vehicles	

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

Annual Escalation. Standard rates subject to annual escalation

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



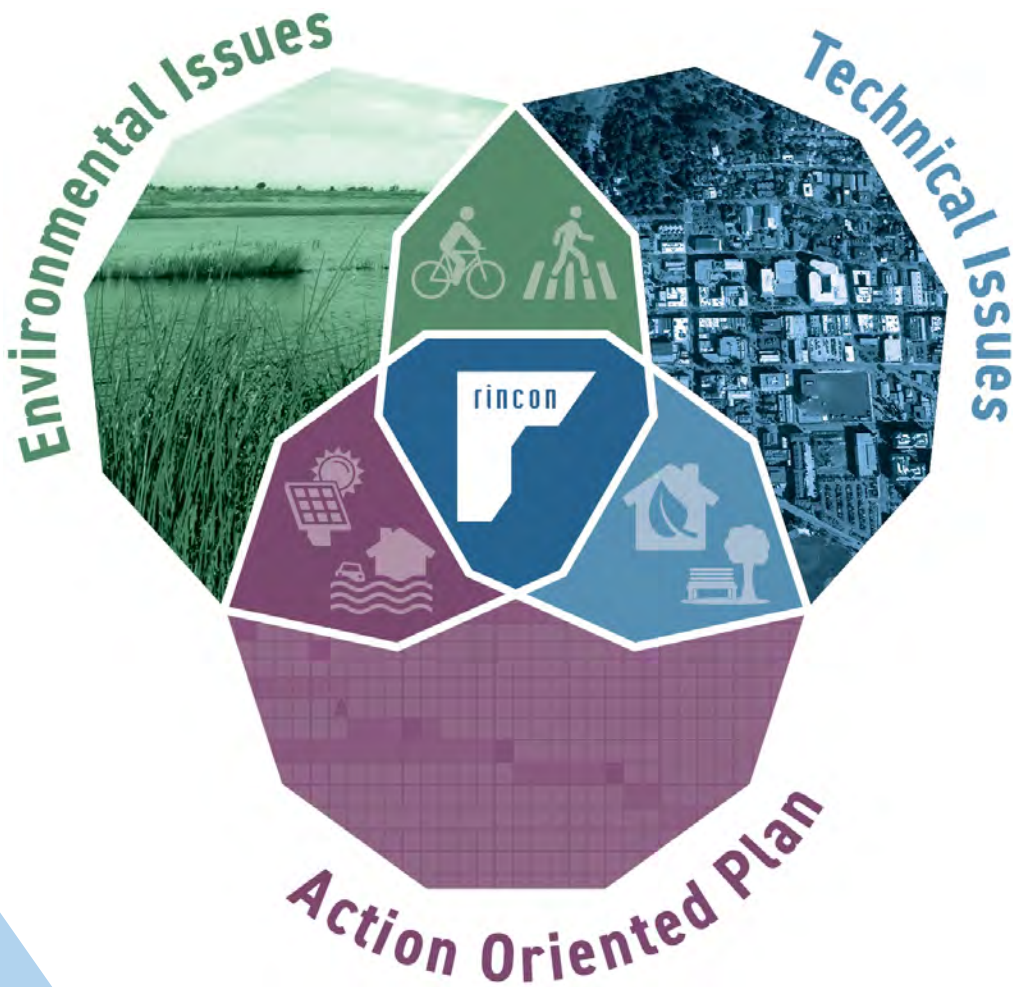
Proposed Staff Hourly Rates

Rincon Staff Member	Project Role	Classification	Hourly Rate
Darcy Kremin	Program Lead	Director I	\$227
Brenna Weatherby	Housing Element Advisor	Director I	\$227
Della Acosta	Housing Element and Outreach & Equity Lead	Senior Professional	\$165
Ryan Russell	Housing Element Planner	Professional III	\$134
Jenna Shaw	Housing Element Planner	Professional II	\$118
Jason Montague	Housing Element Planner	Professional II	\$118
Erik Feldman	Climate Action Plan Advisor	Principal II	\$247
Kelsey Bennett	Climate Action Plan Lead	Senior Supervisor	\$211
Ryan Gardner	Climate Action Plan Technical Lead	Senior Professional II	\$180
Camila Bobroff	Climate Action Plan Sustainability Planner	Professional II	\$118
Reema Shakra	General Plan Lead	Supervisor I	\$201
Lexi Journey	General Plan Senior Environmental Planner	Senior Professional I	\$165
Abe Leider	CEQA Advisor	Principal I	\$227
Karly Kaufman	CEQA Lead	Supervisor I	\$201
George Dix	CEQA Assistant Project Manager	Senior Professional II	\$180
Andrew Pulcheon	Cultural Resources	Principal I	\$227
Craig Lawrence	Natural Resources	Senior Professional I	\$165
Sarah Howland	Outreach & Equity Planner	Professional I	\$108
Adam Grace	Graphic Design	GIS/CADD Specialist II	\$129



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A photograph of a modern residential complex. In the foreground, there is a paved walkway with a brick pattern, a circular stone fountain, and a black lamp post. To the left, there are some trees and a bench. In the background, there are several multi-story buildings with a mix of tan and brown siding, arched windows, and small balconies. The sky is blue with some clouds.

7 Proposed Budget

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7 Proposed Budget



Cost Estimate

	Rincon Labor Classification →		Principal II	Principal I	Director I	Senior Supervisor II	Supervisor I	Senior Professional II	Senior Professional I	Professional IV	Professional III	Professional II	Technical Editor	GIS/CADD Specialist II	Production Specialist	
Tasks	Labor Cost	Hours	\$247	\$227	\$227	\$211	\$201	\$180	\$165	\$149	\$134	\$118	\$115	\$129	\$91	\$77
Task 1: Project Management and Coordination																
1.1 Project Meetings (36)	\$6,979	33			24	1			8							
1.2 Project Management	\$21,964	120	2		40	24			36							18
Task Subtotal	\$28,943	153	2		64	25			44							18
Task 2: Community Outreach and Engagement Plan																
2.1 Draft Public Outreach Plan	\$2,508	16						4		12						
2.2 Community Workshops	\$12,720	84			14				24			32		14		
2.3 Webpage Development	\$5,544	44			2				4			20	18			
2.4 Online Survey	\$3,011	23			1				4			18				
Task Subtotal	\$23,783	167			17			4	32	12		70	18	14		
Task 3: Housing Policy Analysis and Alternatives																
3.1 Review and Evaluate Current Housing Element	\$3,464	24			2				2		20					
3.2 Sites Inventory	\$28,498	202			6				32		140			24		
Task Subtotal	\$31,962	226			8				34		160			24		
Task 4: Housing Element Update																
4.1 Existing and Projected Housing Needs	\$6,022	46			2				8			36				
4.2 Fair Housing	\$11,552	88			6				10			68		4		
4.3 Housing Constraints	\$12,470	94			6				14			68		6		
4.4 Administrative Draft Housing Element	\$22,522	160			14				32		42	68	2		2	
4.5 Public Review Draft Housing Element	\$5,730	42			4				8			24	2	2	2	
Task Subtotal	\$58,296	430			32				72		42	264	4	12	4	
Task 5: Climate Action Plan																
5.1 GHG Inventories & Forecast Emissions	\$44,161	266	9			66	14	69				98		8	2	
5.2 CAP Update	\$68,177	451	26			59		98				202		48	18	
5.3 CAP Update Implementation Tracking Instruments	\$2,605	17	2			1		4				10				
5.4 CEQA GHG Streamlining Checklist	\$9,996	56		5		28					20				3	
5.5 CEQA GHG Thresholds	\$13,411	83	3	3		24					48			1	4	
Task Subtotal	\$138,350	873	40	8		178	14	171			68	310		57	27	
Task 6: Environmental Justice Element and Implementation Plan																
6.1 Existing Conditions Analysis	\$7,939	57			1				8		40			8		
6.2 Draft Environmental Justice Element	\$13,581	95			7				28		40		8		12	
Task Subtotal	\$21,520	152			8				36		80		8	8	12	
Task 7: Safety Element Update																
7.1 Review and Evaluate Current Safety Element	\$2,868	20					2		2	8		8				
7.2 Climate Change Vulnerability Assessment	\$3,443	25		1			2		2	4		16				
7.3 Draft Safety Element Update	\$15,905	119		1			6		12	20		52	6	18	4	
Task Subtotal	\$22,216	164		2			10		16	32		76	6	18	4	
Task 8: Zoning Map and Text Amendments																
8.1 Draft Zoning Code (Rincon labor only)	\$887	5			1				4							
8.2 Final Zoning Code (Rincon labor only)	\$557	3			1				2							
8.3 Revised Zoning Maps	\$557	3			1				2							
Task Subtotal	\$2,001	11			3				8							
Task 9: Consistency Review with all General Plan Amendments																
9.1 General Plan Consistency (Rincon labor only)	\$887	5			1				4							
9.2 General Plan Amendments (Rincon labor only)	\$1,114	6			2				4							
Task Subtotal	\$2,001	11			3				8							
Task 10: Environmental Review																
10.1 Notice of Preparation, Initial Study and Scoping Meeting	\$14,926	106			2		12	16			24	40		4	8	
10.2 Administrative Draft EIR	\$68,836	420		4	24	16	60	120			160		24	4	8	
10.3 Publish Draft EIR	\$9,287	69			1		4	8			40				16	
10.4 Response to Comments/Final EIR and MMRP	\$21,644	140			8	4	16	24			80				8	
Task Subtotal	\$114,693	735		4	35	20	92	168			304	40	24	8	40	
Task 11: Public hearings and Preparation of Presentation Materials																
11.1 Public Meetings/Hearings (5)	\$9,652	44			28	8	8									
Task Subtotal	\$9,652	44			28	8	8									
Task 12: Adoption																
12.1 Final Draft Housing Element Adoption	\$2,724	12			12											
12.2 HCD Certification	\$5,288	36			4				14				18			
Task Subtotal	\$8,012	92			44	8	8		14				18			
Subtotal Cost	\$ 461,429	2,858	42	14	214	231	124	343	264	44	654	760	78	141	87	18

Direct Cost Detail

Vehicle Costs	\$ 325
Photocopies Double-Sided BW	\$ 1,200
Colored Copies Single-Sided	\$ 45
Reproduction CDs	\$ 450
CapDash Tool	\$ 7,500
Minter Harnish	\$ 33,000
Kittelson & Associates	\$ 71,500
Hatch	\$ 13,666
TBD Local Non-profits	\$ 10,450
Subtotal Additional Costs	\$ 138,136

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

Annual Escalation. Standard rates subject to escalation.

Summary

Professional Fees Subtotal	\$ 461,429
Direct Costs Subtotal	\$ 138,136
Total Project Budget	\$ 599,565



RINCON CONSULTANTS, INC.

Environmental Scientists | Planners | Engineers

Rincon Office Locations





8

Disclosure

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8 Disclosure

Rincon Consultants plans to utilize the following subconsultants for this project.

Mintier Harnish <i>Land Use Planning</i>	1415 20th Street Sacramento, California 95811 916-446-0522
Kittelson and Associates <i>Transportation Planning</i>	155 Grand Avenue, Suite 505 Oakland, California 94612 510-839-1742
Hatch <i>Climate Action Plan Funding Strategy</i>	1111 Broadway, 3rd Floor Oakland, California 94607 510-390-8037





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Environmental Scientists | Planners | Engineers





Appendix A: Resumes of Key Personnel



Darcy Kremin, AICP

Director, Environmental Planning/Program Lead

Darcy Kremin has over 20 years of planning, CEQA, and NEPA experience for nonprofit, private, and public sector clients. Ms. Kremin has managed large projects for public utilities, including water and energy transmission, and dozens of development projects for cities and counties. She has worked on a variety of environmental compliance documents and is well known for creative solutions to achieve CEQA compliance. Ms. Kremin is currently managing CEQA projects in multiple Bay Area cities for educational, commercial, and industrial projects.

Education

MA, Urban and Environmental Policy,
Tufts University

BA, Geography/
Environmental Studies
and Political Science,
University of California,
Los Angeles

Certification

American Institute of
Certified Planners
(No. 018287)

Years of Experience

20+

Select Project Experience

Project Manager, City of Hayward – Mission Seniors Development, Hayward

Responsible for the preparation of an Infill Checklist for the 200 multifamily units and three single-family residences on an infill site within the South Hayward BART/Mission Boulevard area. Key issues included traffic, air quality/greenhouse gas and noise.

Project Manager, City of Hayward – California Air National Guard (CANG) Project, Hayward

Responsible for managing the preparation of the technical reports in support of CEQA, starting with the Phase I Historic Evaluation Report. The City intended to rezone the California Air National Guard Station and demolish some of the existing structures on a 19.8 acre sites located at the southwest corner of the Hayward Executive Airport. The evaluation found the structures not to be eligible for inclusion in the national or California registers.

Project Manager, County of Sonoma – Rezone Sites for Housing Project Environmental Impact Report, Sonoma County

Ms. Kremin is currently managing the preparation of a Program EIR for the County's Rezone Sites for Housing Project. The proposed project will identify sites to be added to the County's General Plan Housing Element site inventory to comply with State law and will implement current General Plan Policies and Programs that require the County to identify urban sites near jobs and transit which may appropriately accommodate additional housing. It will also identify appropriate sites on which to place the Workforce Housing Combining Zone, which would allow the development of jobs and/or housing on the same site or within walking distance from one another. Rincon held a virtual public scoping meeting and will provide support for additional virtual public meetings as the CEQA process continues. Key environmental issues include historic resources, vehicle miles traveled and wildfire impacts.

Project Manager, City of Belmont – 6th Cycle Housing Element Update Environmental Impact Report, Belmont

Ms. Kremin is currently managing the preparation of a Program EIR for the City's 6th Cycle Housing Element. The proposed project will update the City's Housing Element in compliance with State law. Rincon is assisting the City with initial outreach and providing an interactive map for public input.

Project Manager, City of Orinda – Downtown Precise Plan and 6th Cycle Housing Element Update Environmental Impact Report, Orinda

Ms. Kremin is currently managing the preparation of a Program EIR for the City's Downtown Precise Plan. In addition, the EIR will cover the City 6th Cycle Housing Element in compliance with State law. Key issues are development densities and heights, impacts to creeks, utilities and vehicle miles travelled.

CEQA Project Manager, City of Pleasant Hill (subconsultant to Minter Harnish) – General Plan Update and 6th Cycle Housing Element Update Environmental Impact Report, Pleasant Hill

Ms. Kremin is currently managing the preparation of a Program EIR for the City's General Plan update and 6th Cycle Housing Element in compliance with State law. Key issues are vehicle miles travelled, utilities and aesthetics.

Project Manager, City of Redwood City – Mixed-Use: Live/Work and Emergency Shelter Zoning Amendment Project Addendum Environmental Impact Report, Redwood City

Ms. Kremin served as Project Manager for an Addendum EIR for Redwood City's Mixed-Use: Live/Work and Emergency Shelter Zoning Amendment Project. The proposed project involves amendments to the mixed-use live/work (MULW) zoning district and the mixed-use emergency shelter (MUES) combining district on 30 blocks totaling 37.5 acres. Rincon prepared the Addendum to the previously certified General Plan for Redwood City Final EIR. The zoning amendment would alter the required floor area ratios, density, stories and height on MULW and MUES zoning district and provide intensity bonuses for developments which include certain qualifying community benefits.

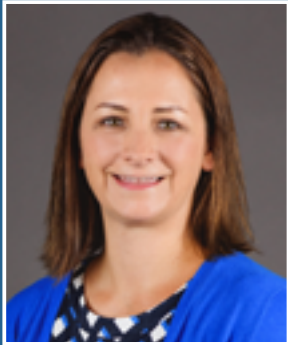
Senior Planner, City of Berkeley (subconsultant) – Adeline Corridor Specific Plan Environmental Impact Report, Berkeley

Rincon completed an EIR for the proposed Adeline Corridor Specific Plan in the City of Berkeley. The Plan Area is in the southern portion of the City of Berkeley and extends approximately 1.3 miles north from the Berkeley/Oakland border along Adeline Street and Shattuck Avenue to the intersection of Shattuck Avenue and Dwight Way. The Plan Area abuts Downtown Berkeley to the north and extends to the City of Oakland border to the south. The Adeline Corridor Specific Plan is intended to direct changes in land uses and development and right-of-way improvements for the Plan Area. The vision for the Plan Area is to champion equitable, transit-oriented development that supports a thriving community and provide safe, "complete streets." Key issues analyzed in the EIR include traffic/circulation, cultural resources, population and housing, noise, air quality, and GHG emissions

Project Manager, City of South San Francisco – On-Call Environmental Consulting Services, South San Francisco

Ms. Kremin has served as Project Manager on various projects under the firm's on-call contract with the City of South San Francisco. Examples include:

- 499 Forbes Boulevard Office Project EIR. Ms. Kremin was responsible for managing the EIR for the large office project, east of 101. The project would introduce more vehicle trips in an area that does not include residents or local retail; therefore, the project's vehicle miles travelled would be significant.
- Community Civic Campus Project. At a prior firm, Ms. Kremin was responsible for managing the subsequent environmental impact report (SEIR) to the El Camino Real/Chestnut Avenue Area Plan Environmental Impact Report. The Community Civic Campus project was not included in the original EIR. Three possible site plan scenarios were identified for the purposes of community input and varied only by the type of parking (surface, underground, or structured) and location of parking on site.



Education

MCP, City Planning, San Diego State University

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

Affiliations

American Planning Association

Years of Experience

20

Brenna Weatherby

Director, Environmental and Long-Range Planning/ Housing Element Advisor

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

Select Project Experience

Director/Housing Policy Advisor, City of Palo Alto – 6th Cycle Housing Element Update, Palo Alto

Rincon is assisting the City of Palo Alto in the preparation of their Housing Element Update, including subsequent amendments to the Comprehensive Plan and Zoning Ordinance. The project was initiated in March 2021 with an intensive community engagement process that included the establishment of a Housing Element Working Group and the initial priority of inventorying the existing, but underutilized and available housing sites and conducting environmental constraints analyses for air quality, biological resources, cultural resources, GHG emissions, noise, and transportation. As Director/Housing Advisor, Ms. Weatherby is providing guidance to the project team as they educate the public and stakeholders on housing element requirements and analyze future housing sites.

Director/Housing Policy Advisor, City of Belmont – 6th Cycle Housing Element Update Environmental Impact Report, Belmont

Ms. Weatherby is currently providing oversight and guidance related to housing element policy and legislation as Rincon prepares a Program EIR for the City's 6th Cycle Housing Element. The proposed project will update the City's Housing Element in compliance with State law. Rincon is also assisting the City with initial outreach and developing an interactive map that will be used to gather public input on potential housing sites.

Project Manager, City of Corona – 6th Cycle Housing Element Update, Corona

Ms. Weatherby is currently serving as the Project Manager for the Corona Housing Element Update project. Ms. Weatherby's team is responsible for updating the land inventory analysis determining the City's potential for housing unit production, and Housing Element policies and programs. Ms. Weatherby crafted the public survey that is being utilized to gauge the community's feelings towards residential development in the City and led multiple stakeholder meetings to engage regional developers and residential services groups in the process. In addition, Ms. Weatherby's team has also worked closely with HCD to develop fair housing policies that comply with State legislation.

Project Manager, City of Banning – 6th Cycle Housing Element Update, Banning

Ms. Weatherby is currently serving as the Project Manager for the 6th Cycle Housing Element Update for the City of Banning. Ms. Weatherby is working closely with the City to identify sites suitable for future residential development, including sites that will need to be rezoned to accommodate higher densities. She is currently developing policies and programs that can be implemented to support future development and are consistent with recently approved housing legislation. She is also advising decision-makers and recently gave a “Housing Element 101” presentation to the Planning Commission and City Council.

Project Manager, City of Carlsbad – 6th Cycle Housing Element Update and General Plan Maintenance, Carlsbad

Rincon is assisting the City of Carlsbad in the preparation of its Housing Element Update and General Plan Maintenance. Ms. Weatherby led multiple portions of the overall project, including facilitation of a citizen led committee, all community engagement and General Plan updates required to maintain consistency with the Housing Element. Rincon is playing a significant role in public outreach and information management, as well as overseeing the citizen housing advisory committee meetings. Ms. Weatherby’s team reviewed legislation including those related to environmental justice, GHG emissions, infill and affordable housing development, vehicle miles traveled, climate change adaptation and resiliency including threats from wildfire and sea level rise, and is currently advising the City on how best to update the General Plan following adoption of the Housing Element.

Project Manager, City of Vista – 6th Cycle Housing Element Update, Vista

Ms. Weatherby is currently serving as the Project Manager for the Vista Housing Element Update project. Ms. Weatherby’s team was responsible for updating the land inventory analysis determining the City’s potential for housing unit production, Housing Element policies and programs, and conducting public workshops. Ms. Weatherby worked closely with HCD following release of their Affirmatively Further Fair Housing (AFFH) guidance document to develop an appendix that clearly analyzes local trends, provides meaningful actions to address fair housing issues, and meets all requirements. The document prepared for Vista is now being used as a template for other cities throughout Southern California as they address fair housing issues in their 6th Cycle housing element updates.

Project Manager, City of Bakersfield – General Plan Update Recommendations Report, Bakersfield

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

Project Manager, California State University, Fullerton – Master Plan Update, Orange County

Ms. Weatherby provided project management, land use and environmental planning, and public engagement services to California State University, Fullerton for the Master Plan Update project. This included spearheading ongoing communication with neighboring jurisdictions and the CSU Chancellor’s Office, and actively participating in the CSUF Stakeholders Group. Following development of the proposed land use plan for future on-campus development, Ms. Weatherby led the team responsible for preparation of the project Environmental Impact Report.

Project Manager, City of Goleta – Goleta Train Depot Master Plan and Environmental Impact Report Preparation, Goleta

Ms. Weatherby currently serves as Project Manager for all land use and environmental planning aspects of the Goleta Train Depot project. Phase 1 of the project involved the preparation of a Master Plan which will guide future redevelopment, and a large-scale public engagement program to solicit feedback from the community regarding the amenities and services provided at the train depot. The Goleta Train Depot Master Plan received Merit Awards from the Central Coast Chapter of the American Planning Association and the California Chapter of the Association of Environmental Professionals in 2020. Phase 2 of the project involves the preparation of an Environmental Impact Report for the project, which is currently in progress.



Education

BS, City Planning,
Sonoma State University

Affiliations

American Planning
Association

Concord Community
Institute

Years of Experience

13

Della Acosta, AICP

Senior Long-Range Planner/Housing Element and Outreach & Equity Lead

Della Acosta leads comprehensive planning services including plan and policy development for general plans, zoning codes, and other policy documents, including planning for public health, social equity, community involvement, and sustainability. She has a strong background in team and project management in both planning and community services positions and has managed a variety of long-range planning projects including general plans, local hazard mitigation plans, and municipal ordinances. She contributes to successful projects involving climate mitigation and adaptation, resiliency planning, public health and equity advancement, community empowerment, disadvantaged communities, and coastal resources, and is a trained and experienced community outreach and facilitation specialist who has led numerous workshops, meetings, presentations, and innovative engagement activities.

Select Project Experience

Project Manager, City of Palo Alto – 6th Cycle Housing Element Update, Palo Alto

Rincon is assisting the City of Palo Alto in the preparation of their Housing Element Update, including subsequent amendments to the Comprehensive Plan and Zoning Ordinance. The project was initiated in March 2021 with an intensive community engagement process that included the establishment of a Housing Element Working Group and the initial priority of inventorying the existing, but underutilized and available housing sites.

Senior Planner, City of Carlsbad – Housing Element Update and General Plan Maintenance, Carlsbad

Rincon partnered with Mintier Harnish to assist the City of Carlsbad in the preparation of its Housing Element Update and General Plan Maintenance. The project kicked off in January 2020, with the initial priority of inventorying the existing, but underutilized, and available housing sites and conducting environmental constraints analyses. Ms. Acosta is assisting with the necessary general plan amendments for internal and legislative consistency, including those related to land use, environmental justice, greenhouse gas emissions, infill and affordable housing development, VMT, and climate change adaptation and resiliency including threats from wildfire and sea level rise. She is also assisting with a review of other Carlsbad land use documents to determine if additional amendments are necessary.

Project Manager, Town of Los Gatos (subconsultant to Mintier Harnish) – General Plan Update, Los Gatos

Ms. Acosta is managing the update to the Los Gatos General Plan, which includes a policy document update, community engagement, environmental review, and resiliency strategy. Key issues addressed included the preservation of natural and visual resources, incorporating sustainability and resiliency into planning practices, and mitigating natural hazard risks.

Project Manager, City of American Canyon (subconsultant to Mintier Harnish) – General Plan Update, American Canyon

Ms. Acosta is managing the update to the American Canyon General Plan update, which

began in winter of 2019 and includes extensive community outreach, an update to the technical background report, policy document, and environmental review. The project will also integrate a comprehensive, qualified GHG inventory and reduction strategy into the policy document.

Local Coastal Program Lead, City of Port Hueneme – General Plan and Local Coastal Program Update, Port Hueneme

Rincon is currently preparing the comprehensive update of the Port Hueneme General Plan and Environmental Impact Report program. The General Plan Update will address contemporary planning issues like housing and economic resilience and incorporate all new statutory State requirements. The General Plan Update will also include and update to the Local Coastal Program, which Ms. Acosta is leading. The Rincon team will accomplish this in a way that works within the context of Port Hueneme's needs and environment while creating a modern, legally defensible document.

Senior Planner, City of Selma – Downtown Overlay Zone, Selma

The City of Selma Downtown Overlay Zone consists of an assessment of needs for the Downtown area of the City of Selma, including design, parking, and density adjustments that can be accomplished through the creation of the overlay zone. The project consists of the creation of the new overlay zone, including an adjustment of allowed densities and parking requirements in existing zones and includes associated engagement with the downtown residents and business community, as well as the associated environmental analysis.

Project Manager, Transportation Agency for Monterey County – Regional Conservation Investment Strategy, Monterey County

Public outreach lead for stakeholder engagement and public input on developing an investment strategy to identify climate change vulnerabilities and strategies for impact mitigation and resiliency. Stakeholder engagement and outreach to disadvantaged communities are key components of the project in the form of online tools and in-person meetings and workshops.

Project Manager, City of Pleasant Hill – General Plan Update, Pleasant Hill

Project manager and key outreach staff for the update to the Pleasant Hill general plan and associated Program EIR, responsible for leading workshops and community meetings, engaging with stakeholders, and ensuring public input is incorporated into the plan update.

Project Manager, City of Suisun City and County of Solano – Partnerships to Improve Community Health, County of Solano

Ms. Acosta served as project manager for implementing a grant to improve health in Suisun City through policy and ordinance creation and community outreach. She created and facilitated a community advocacy coalition focused on community health to foster resident empowerment and ownership, as well as supported staff in adopting healthy policies and ordinances in City plans and code. An additional task included leading outreach efforts and providing training on planning tools and processes for the Solano County Department of Health.

Project Manager, City of Palo Alto – North Ventura Coordinated Area Plan, Palo Alto

Rincon Consultants is aiding City staff as contract planner in developing an area plan for the North Ventura neighborhood, including land use types, urban design standards, policy development, zoning ordinance amendments, environmental review, and community engagement. Ms. Acosta is serving as a contract planner to the City to guide the plan process, facilitate meetings, and develop policy solutions in coordination with the consultant firm Perkins + Will.

Project Manager, Town of Mammoth Lakes and County of Mono – Multi-jurisdictional Hazard Mitigation Plan, Mono County

Ms. Acosta served as project manager for a multi-jurisdictional local hazard mitigation plan (LHMP) and concurrent community wildfire protection plan for the County of Mono and the Town of Mammoth Lakes. The team evaluated risks and vulnerabilities to the range of hazards affecting the County and identified mitigation actions to make these communities more disaster resilient and provide continued eligibility for future federal mitigation grant funding.



Education

MS, Environmental Science and Management, University of Sydney; Sydney, Australia

BS, Business and Administration, University of Colorado

Minor in Science equivalent University of California, Santa Barbara and Santa Barbara City College

Certifications

Leadership in Energy and Environmental Design Accredited Professional (LEED-AP)

40 Hour Hazardous Waste Operations and Emergency Response Certification—Current 8 Hour Refresher

Years of Experience

17

Erik Feldman, LEED AP

Sustainability Principal/Climate Action Plan Advisor

Erik Feldman oversees Rincon's Statewide greenhouse gas reporting and carbon verification programs and is responsible for the leadership and development of Rincon's sustainability services. Mr. Feldman's experience includes GHG modeling and auditing, climate action planning, and environmental site assessment and remediation. Additionally, he is involved in a wide range of urban planning and land use studies, sustainable development review, environmental documentation, and permitting activities. Mr. Feldman applies this experience in the successful management of environmental and sustainability projects for variety of clients in the public and private sectors. He has managed and serves as a contributing consultant for a range of environmental and planning studies involving land/infrastructure development, sustainable design review, and in-fill development. Mr. Feldman is an experienced assessor of sustainable design, energy efficiency, and renewable energy regarding the environmental effects of development projects and sustainable certifications such as LEED-AP and Green Marine. He also has experience managing remedial projects, including site investigations, regulatory agency and permit compliance, system design and implementation, and field oversight of groundwater and soil contamination. Mr. Feldman has been designated as an expert in matters of heavy metals and chlorinated solvent related contaminants. He has provided in-court testimony for both plaintiffs and defendants related to property disputes.

Select Project Experience

Principal-in-Charge, Livermore Climate Action and Adaptation Plan, Livermore

The Livermore Climate Action and Adaptation Plan is an update to the City's existing plan and will serve as a pathway for the City to achieve its long term goal of carbon neutrality while preparing to adapt to a changing climate including impacts related to heat, water availability, wildfire, and smoke. The CAAP team is also coordinating heavily with the City of Livermore Climate Action Commission which is helping to guide the development of the plan. To allow the commissioners to dig deeper into the key topics around the CAAP, Rincon and the Commission has developed Ad Hoc committees who will review and provide additional feedback on an array of climate action and adaptation topics including specifics on how to implement the key strategies within their community. As part of this program, Mr. Feldman is overseeing the technical work related to the inventory and forecast and development of GHG reduction and adaptation measures and is working with the City Council, Planning Commission, City Staff, and Climate Action Commission groups.

Principal-in-Charge, City of Pleasanton – Climate Action Plan Update and Initial Study-Negative Declaration, Pleasanton

Mr. Feldman is overseeing the effort of assisting prime consultant, Cascadia Consulting Group, with development of the updated CAP. In addition to the technical review of existing Pleasanton GHG inventories, development of GHG forecasts and reduction targets, and review of the GHG reduction measures prepared by the prime consultants, Rincon is preparing model City ordinances for various CAP measures implementation as well as the CEQA assessment of the CAP Update.

Principal-in-Charge, City of Dublin – Climate Action Plan Update, Dublin

Mr. Feldman was the Principal-in-Charge for the City of Dublin CAP 2.0 CAP update project and oversaw the development of the GHG inventory and forecast as well as measure development, community outreach, and internal outreach work scopes. The CAP includes a tailored suite of GHG reduction measures to meet Dublin's long-term goal of Carbon Neutrality by 2045. Strategies include electrification of buildings, zero emission vehicles, and waste reduction. The work scope included an extensive public outreach plan that leverages online tools to engage with the community even during Covid-19. The CAP was adopted in 2020 and the next step is implementing the policies to achieve the long-term goal of carbon neutrality by 2045.

Principal-in-Charge, City of Cupertino – Climate Action Plan Update and Initial Study/Negative Declaration, Cupertino

Mr. Feldman oversees the Rincon team on working with the City of Cupertino to prepare a CAP Update that aligns with SB 32 and Executive Order B-55-18. The CAP is being developed in collaboration with the City, CAP subcommittee, and other identified stakeholders. Rincon has teamed with Cascadia Consulting Group to conduct an equitable public outreach campaign around the CAP Update. Rincon is reviewing the City GHG inventory and climate change vulnerability assessment and developing GHG forecasts as well as GHG reduction and climate change adaptation measures.

Principal-in-Charge, County of San Mateo – Government Operations and Community Climate Action Plans, San Mateo County

Rincon led review of the County initial list of action ideas, recommending specific measures, and further defining each action item with specific targets and/or actions in order to identify potential metrics for each action item to a level that would allow for qualitative analysis. Rincon is now leading a multi-criteria analysis that will evaluate actions against five criteria: GHG reductions, costs, technical difficulty, political difficulty, and generation of co-benefits in order. Rincon will work with the County to develop quantifiable metrics for implementation tracking, so that GHG reduction progress can be determined over time. Rincon is also developing a GIS map of the various ecosystems present in the County in order to analyze their potential for carbon sequestration.

Principal-in-Charge, County of Santa Clara – Community Climate Action Plan, Santa Clara County

Mr. Feldman is the overseeing preparation of the Santa Clara County Climate Action Plan which includes a countywide GHG inventory that covers unincorporated areas and each city within the County as well. The scope of work also includes the preparation of a GHG forecast through 2045 and GHG reduction targets. In addition to the development of GHG reduction measures Rincon is also working directly with the County and Green Info Network to build an interactive Network Relationship Map that will map all of the sustainability and climate action related entities within the County. The Network Relationship Map includes all of the measures undertaken by each city as well as non-profit and for-profit partners. The final deliverable will be a strategic plan that highlights the key role the County can play in connecting this vast network of climate action into a cohesive strategy working toward carbon neutrality.

Principal-in-Charge, City of Dublin – Climate Action Plan Update, Dublin

Mr. Feldman was the Principal-in-Charge for the City of Dublin CAP 2.0 CAP update project and oversaw the development of the GHG inventory and forecast as well as measure development, community outreach, and internal outreach work scopes. The CAP includes a tailored suite of GHG reduction measures to meet Dublin's long-term goal of Carbon Neutrality by 2045. Strategies include electrification of buildings, zero emission vehicles, and waste reduction. The work scope included an extensive public outreach plan that leverages online tools to engage with the community even during Covid-19. The CAP was adopted in 2020 and the next step is implementing the policies to achieve the long-term goal of carbon neutrality by 2045.



Kelsey Bennett, LEED AP

Sustainability Program Manager/Climate Action Plan Lead

Kelsey Bennett is well-versed in sustainability and environmental planning with expertise related to climate change laws such as AB 32, SB 32, EO B-55-18, SB 100, and SB 375 as well as CEQA, NEPA, CAA, CWA, ESA, CZMA, and planning/zoning laws. Her management background includes preparing, organizing, and overseeing climate action plan, environmental impact report (EIR), general plan and long-range development plan (LRDP), environmental impact statement (EIS), initial study/mitigated negative declaration, environmental assessment (EA), mitigation monitoring reporting program (MMRP), climate change vulnerability assessment (CCVA), and CEQA GHG Checklist and Threshold documents. She has managed a broad range of multi-faceted projects, such as climate/sustainability/land use planning, greenhouse gas (GHG) reduction, energy, water, education, health care, conservation/restoration, sports/entertainment, residential, commercial, recreation, airport/aeronautics, and transportation. She has prepared natural and social resources analyses in many technical areas, such as GHG emissions, energy, hazards, aesthetics, biological resources, and hydrology. Her climate experience includes climate analyses (contribution to climate change and climate adaptation) as part of impact assessment and policy development via CAP/general plan policies to reduce GHG emissions.

Education

MPA, Environmental Science & Policy, Columbia University, School of International & Public Affairs and The Earth Institute

BS, Biology (with minors in Environmental Studies & Psychology), University of California, San Diego

Certifications/ Accreditations

Leadership in Energy and Environmental Design Accredited Professional (LEED-AP)

Water Management and Ecosystem Restoration Certificate, University of California Berkeley

Years of Experience

20

Select Project Experience

Deputy Project Manager, California Air Pollution Control Officers Association – Model Policies for GHGs in General Plans: A Resource for Local Government to Incorporate General Plan Policies to Reduce GHG Emissions, Various Cities

This document provides recommendations for incorporating GHG reduction policies into general plans. Subsequent publications and analyses resulting from this document have greatly influenced the state of practice for how climate change is addressed in California general plans. This study was published by CAPCOA.

Deputy Project Manager, City of Livermore – General Plan Update and Supplemental Environmental Impact Report for Climate Change, Livermore

This general plan update focused on policies establishing a path for GHG emissions reduction. The new climate change element built on general plan policies/ordinances related to energy efficiency, transportation/trip reduction, water conservation, and waste reduction. The SEIR disclosed current GHG inventory and estimates of business-as-usual and adjusted forecast scenarios emissions.

Project Manager, City of San Luis Obispo – CEQA GHG Thresholds/Guidance and Climate Action Plan /GHG Thresholds Initial Study-Negative Declaration, San Luis Obispo

This effort involved developing defensible GHG emissions significance thresholds for use in CEQA review of projects and plans proposed within the City of San Luis Obispo. Using the City CAP and GHG emissions forecast, CEQA GHG emissions thresholds were developed and tailored for various land uses in order to address concerns raised in recent CEQA case law. These thresholds will allow the City to streamline future CEQA GHG emissions analyses and apply a consistent approach related to CEQA assessment of GHG emissions. A thresholds

guidance document indicating when and how to tier from the City CAP vs. use of the quantitative thresholds and CAP/GHG Threshold IS-ND were also prepared.

Project Manager, City of Cupertino – Climate Action Plan Update and Initial Study-Negative Declaration, Cupertino

Ms. Bennett is leading the Rincon team on working with the City of Cupertino to prepare a CAP Update that aligns with SB 32 and Executive Order B-55-18. The CAP is being developed in collaboration with the City, CAP subcommittee, and other identified stakeholders. Rincon has teamed with Cascadia Consulting Group to conduct an equitable public outreach campaign around the CAP Update. Rincon is reviewing the City GHG inventory and CCVA and developing GHG forecasts as well as GHG reduction and climate change adaptation measures. Ms. Bennett will also lead preparation of the qualified CAP Update and CAP Update CEQA IS-ND.

Project Manager, City of Pleasanton – Climate Action Plan Update and Climate Action Plan Initial Study-Negative Declaration, Pleasanton

Ms. Bennett is leading the effort of assisting prime consultant, Cascadia Consulting Group, with development of the updated CAP. In addition to the technical review of existing Pleasanton GHG inventories, development of GHG forecasts and reduction targets, and review of the GHG reduction measures prepared by the prime consultants, Rincon is preparing model City ordinances for various CAP measures implementation as well as the CEQA assessment of the CAP Update.

Climate Action Plan CEQA Lead, City of Livermore – Climate Action Plan and Initial Study-Negative Declaration, Livermore

Ms. Bennett is leading the effort of assisting the City of Livermore in preparing its CAP Update CEQA assessment. The updated CAP will provide the basis for prioritizing, budgeting, implementing, and monitoring GHG emission reduction strategies. Rincon's role is focused on GHG inventory, forecasts, and targets assessment, climate action policy development, GHG emissions reduction analysis, development of GHG implementation tools, and CEQA review of the updated CAP.

Project Manager, City of Millbrae – Climate Action Plan Update Initial Study/Negative Declaration and CEQA GHG Checklist, Millbrae

This effort involves developing a CEQA GHG Emissions Analysis Compliance Checklist for use in CEQA review of projects and plans proposed within the City of Millbrae. This checklist will allow the City to streamline future CEQA GHG emissions analyses and apply a consistent and defensible approach related to CEQA assessment of GHG emissions. A CAP IS-ND was also prepared for the City-authored CAP.

CEQA Lead, County of Santa Clara – Master Climate Action Plan Update (Silicon Valley 2.0), Santa Clara County

This regional CAP (County and 6 cities) was aimed at reducing generation of GHG emissions. Stakeholders were engaged to create strategies, tools, and networks that enhance local capacity to respond to these challenges and help maintain the region's competitiveness and quality of life. A decision-support tool for local jurisdictions and a regional GHG reduction roadmap were developed. This project was managed by the Santa Clara County Office of Sustainability and funded by the Strategic Growth Council.

Project Manager, City of South Pasadena – Climate Action Plan Update and Initial Study/Negative Declaration, South Pasadena

This CAP provides strategies to facilitate reduction of GHG emissions in South Pasadena via implementation of the SCAG 2016-2040 Regional Transportation Plan/Sustainable Communities Strategy. CAP programmatic CEQA documentation in the form of an IS-ND was prepared. The CAP is CEQA-qualified and was adopted in December 2020.

Climate Change Section Author, County of Monterey– General Plan Update Supplemental Environmental Impact Report, Monterey County

This Monterey County General Plan Update Supplemental EIR examined potential general plan policies to support GHG reductions associated with land use, water conservation, energy efficiency/green building, and waste reduction/recycling. The SEIR also analyzed climate change effects on the County as they relate to sea level rise, changes in water supply, changes in agricultural conditions, changes in storm intensity and flood levels, and other impact subjects.



Education

MESM, Energy and Climate, Bren School of Environmental Science and Management, University of California, Santa Barbara

BA, Biology, Kalamazoo College, Kalamazoo, Michigan

Certifications/ Accreditations

Accredited LEED Professional for Building Operations + Maintenance (LEED AP O+M)

Accredited LEED Greenhouse Gas Verifier, California Air Resource Board and Washington Department of Ecology

40-hour Hazardous Waste Operations Emergency Response (HAZWOPER) Certification

Years of Experience

11

Ryan Gardner, LEED AP, ENV SP

Climate Action Planning Program Manager/Climate Action Plan Technical Lead

Ryan Gardner is experienced in climate action plan (CAP) development, greenhouse gas (GHG) reporting and audits, life cycle analysis, green building strategies, carbon accounting, carbon sequestration and sustainable infrastructure. His responsibilities include project management of climate action plans, greenhouse gas verification for Assembly Bill 32, GHG reporting for corporate initiatives, LEED certification, energy audits, and sustainability plans. He has contributed to a variety of successful projects, including CAPs, GHG emissions inventories, energy studies, and public outreach and education programs. Mr. Gardner has experience performing ASHRAE level I and II energy audits. Using cost benefit analysis and life-cycle assessment methods, he determines which projects are economically viable for both short-term and capital investment projects. He conducts GHG verification services in conformance with AB 32 Mandatory Reporting Regulation and is adept at GHG reporting services for manufacturing facilities in conformance with the GHG protocol for corporate emissions reporting. He has experience in assessing complex operations and determining methodologies for tracking Scope I, II, and III emissions. He has experience leading public outreach for CAPs, including the creation of publicly accessible presentations and reports on technical subjects for a wide range of audiences. Additionally, he has produced white papers, power point presentations and reports on multiple sustainability topics.

Select Project Experience

Project Manager, City of Livermore – Climate Action Plan Update, Livermore

Mr. Gardner is leading the effort of assisting the City of Livermore in updating its CAP. The updated CAP will provide the basis for prioritizing, budgeting, implementing, and monitoring GHG emission reduction strategies. Rincon's role is focused on GHG inventory, forecasts, and targets assessment, climate action policy development, GHG emissions reduction analysis, development of GHG implementation tools, and CEQA review of the updated CAP. The team also includes experts to provide funding strategies to execute the project in an effective and dynamic manner, and to provide innovative outreach and engagement strategies to create a plan with stakeholder buy in and strategies to reduce GHG emissions over time, while improving quality of life.

Project Manager, County of San Mateo– Community Climate Action Plan and Government Operations Climate Action Plan, San Mateo County

Mr. Gardner leads the effort of providing planning services for the San Mateo County Government Operations CAP and Community CAP. Rincon is leading review of the County initial list of action ideas, recommending specific measures, and further defining each action item with specific targets and/or actions in order to identify metrics for each action item that would allow for qualitative analysis. Rincon is also developing a GIS map of the various ecosystems present in the County in order to analyze their potential for carbon sequestration. Rincon leveraged GIS data available from California Air Resources Board, CAL Fire, and Department of Forestry to generate a table of acres of each habitat type as well as the carbon storage and sequestration potentials. This data was then used to generate a list of priority carbon sequestration measures and strategies for the County to consider.

Project Manager, City of Berkeley – Pathway to Clean Energy Plan, Berkeley

Mr. Gardner leads a team comprised of the City of Berkeley, Rocky Mountain Institute, and the Ecology Center developing an implementation plan to electrify 100% of Berkeley's existing buildings before 2045. This project is leveraging the recent ban on natural gas in new construction recently passed by City Council. As part of the work scope, the team will be analyzing the technologies and policies required to electrify the building stock as well as the equity impacts of such an undertaking.

Project Manager, City of Dublin – Climate Action Plan, Dublin

Mr. Gardner is the project manager for the City of Dublin CAP update. In this capacity he serves as the main contact with the City and has led the development of the GHG inventory and forecast as well as measure development, community outreach, and internal outreach work scopes. Dublin's CAP 2.0 will serve as the next step in reaching the cities long term goal of carbon neutrality by 2045.

Program Manager, County of Santa Clara – Community Climate Action Plan, Santa Clara County

Mr. Gardner serves as the program manager of the Santa Clara County Climate Action Plan which includes a countywide GHG inventory that not only covers unincorporated areas but each city within the County as well. The scope of work also includes a GHG forecast through 2045 and GHG reduction targets. In addition to the development of GHG reduction measures Mr. Gardner is also working directly with the County and Green Info Network to build an interactive Network Relationship Map that will map all of the sustainability and climate action related entities within the County. The Network Relationship Map will include all of the measures undertaken by each city as well as non-profit and for-profit partners. The final deliverable will be a strategic plan that highlights the key role the County can play in connecting this vast network of climate action into a cohesive strategy working toward carbon neutrality.

Technical Lead, City of Pleasanton – Climate Action Plan Update, Pleasanton

Mr. Gardner is leading the technical review of existing Pleasanton GHG inventories, development of GHG forecasts and reduction targets, and review of the GHG reduction measures prepared by prime consultant, Cascadia Consulting Group.

Project Manager, City of Sacramento – General Plan Update and Climate Action Plan Update, Sacramento

The Rincon team is developing an updated climate action plan that advances the ambitious goals of the Mayor and City to be a leader in climate action and adaptation. The climate action plan is being prepared with extensive involvement from the City, the residents and business community, and the Mayor's Climate Commission, a stakeholder organization composed of public, private, and educational entities.

Analyst, Stanford Medical Center – GHG Inventory, Palo Alto

Mr. Gardner conducted a carbon footprint for the Stanford Medical Center 2014 operations. The footprint followed established protocols from the Carbon Project and the Intergovernmental Panel on Climate Change. The project included collecting data on electricity, steam, and natural gas consumption, as well as commuter miles traveled, fleet vehicle fuel use, and helicopter fuel use. Additional scope 3 emission sources such as nitrous oxide emissions from medical use were also included in the project.

Project Manager, Peralta Community College District, Sustainability Master Plan, Alameda County

Mr. Gardner is serving as the Project Manager assisting the Peralta Community College District with developing an integrated, comprehensive, and transformative Sustainability Master Plan. He is currently developing baseline inventory, forecast, and analysis of GHG emissions that can be utilized to help identify and evaluate feasible, cost-effective, and measurable emissions reduction measures to meet the campuses reduction target.

Project Manager, City of Chico – Climate Action Plan Update, Chico

Mr. Gardner is leading the Rincon team on working with the City of Chico to prepare an Updated CAP that aligns with SB 32 and Executive Order B-55-18. The CAP is being developed in close collaboration with the City of Chico, the City's Climate Action Commission, and other businesses and organizations within the City identified as stakeholders for the CAP. Rincon has teamed with AIM Consulting to conduct an extensive public outreach campaign around the CAP, including an innovative virtual outreach campaign in response to the constraints of the COVID-19 pandemic. Future outreach events are also expected to include pop-up events and town hall meetings.



Education

BS, Urban and Regional Planning, California State Polytechnic University, Pomona

Certification

American Institute of Certified Planners
(No. 023226)

Years of Experience

17

Reema Shakra, AICP

Senior Long-Range Planner/General Plan Lead

Reema Shakra is a Climate Adaptation Program Manager with Rincon's Environmental Planning and Sustainability Department and has 17 years of consulting and public agency experience. She has a wide-ranging policy background, having prepared or managed general plan updates, climate action plans, local coastal program updates, corridor plans, and climate adaptation plans. She co-authored a step-by-step guidebook for the Southern California Association of Governments region which provides local governments with a compendium of tools, resources, and best practices to efficiently advance their climate adaptation planning process. Ms. Shakra is currently managing the safety element updates for several cities and is serving as senior advisor for climate vulnerability assessments for cities updating their climate action plans and general plans. Ms. Shakra has extensive experience conducting public outreach and engagement, having facilitated several dozen open house and community workshop meetings and advisory committee meetings, and presented at city council and planning commission hearings.

Select Project Experience

Adaptation Task Lead, City of Cupertino – Climate Action Plan Update, Cupertino

Ms. Shakra is assisting the City of Cupertino in preparing a CAP Update. The CAP is being developed in collaboration with the City, CAP subcommittee, and other community stakeholders. Rincon has teamed with Cascadia Consulting Group to conduct an equitable public engagement campaign around the CAP Update. Ms. Shakra conducted a peer review of the City's vulnerability assessment, identifying additional steps and information needed to bring it into compliance with the State's Adaptation Planning Guide. She also conducted a gap analysis that identified adaptation policies and programs the City should incorporate as part of their upcoming safety and housing element update to address new legislative requirements and anticipated climate impacts.

Deputy Project Manager, Southern California Association of Governments – Southern California Regional Climate Adaptation Framework, Multiple Cities and Counties

Ms. Shakra assisted Southern California Association of Governments (SCAG) in preparing a comprehensive framework to support regional climate adaptation planning. Ms. Shakra co-authored a regional climate adaptation guidebook which provides SCAG member agencies with a compendium of tools, resources, and best practices to efficiently advance their climate adaptation planning process. She prepared a matrix that identified over 275 adaptation strategies for a variety of climate hazards. Ms. Shakra conducted a gap analysis of all member agencies to identify local governments that have adopted or are in the process of adopting climate adaptation policies. Ms. Shakra led the preparation of climate adaptation model policies for general plans and local coastal programs. She identified metrics and indicators that local governments and regional metropolitan planning agencies can use to help track progress in adapting to climate change. *National American Planning Association award winner for Excellence in Sustainability in 2021.*

Project Manager, City of Beverly Hills – Climate Action and Adaptation Plan, Beverly Hills

The City of Beverly Hills aims to reduce its contribution to greenhouse gas emissions and prepare for localized climate change hazards. The project will include the preparation of a climate change vulnerability assessment which will include identifying wildfire risk and its impact on vulnerable populations and community assets, a greenhouse gas emissions inventory, a climate action and adaptation plan that identifies measures and actions to reduce greenhouse gas emissions and adapt to climate change hazards. Ms. Shakra serves as the project manager and senior technical oversight for the climate vulnerability assessment and adaptation strategies.

Project Manager, City of Manhattan Beach – Manhattan Beach Climate Ready, Manhattan Beach

The City of Manhattan Beach seeks to reduce its contribution to greenhouse gas emissions and prepare for localized climate change hazards. The project will include the preparation of a sea-level rise vulnerability assessment, a climate action plan, an adaptation plan, and a local coastal program amendment. Ms. Shakra led a multidiscipline consultant team and collaborated with the City's project partners: United States Geological Society and University of Southern California Sea-Grant program. She prepared a public involvement plan that identifies the various engagement strategies the City will use to engage a broad spectrum of stakeholders, community members, and visitors throughout the project's planning process.

Project Manager, City of Calabasas – Safety, Circulation and Housing Element Update, Calabasas

Calabasas is preparing a comprehensive update to their Housing Element and related updates to the Land Use, Safety and Circulation Elements in compliance with new State rules. Ms. Shakra is serving as project manager and authoring the updates to the safety, land use and circulation elements. The safety element will be updated in compliance with recent state legislation, including SB 99, SB 379, AB 2140, and AB 3065, and OPR's Fire Hazard Planning Technical Advisory Update (Draft). Calabasas is located entirely within a very high fire hazard severity zone, has over 15 residential neighborhoods with less than two emergency evacuation routes, and numerous residential communities with gated secondary access. Policies and implementation programs will be developed in consultation with Los Angeles County Fire Department and CAL FIRE.

Project Manager, City of San Fernando – Safety, Environmental Justice, and Housing Element Update, San Fernando

The City of San Fernando is preparing an update to their Housing Element as part of the 6th Regional Housing Needs Assessment Cycle. Ms. Shakra is serving as project manager, preparing updates to the City's Safety Element and authoring policies addressing environmental justice in keeping with new statutory State requirements.

Project Manager, City of Monterey Park – Safety, Environmental Justice, and Housing Element Update, Monterey Park

The City of Monterey Park is preparing an update to their Housing Element as part of the 6th Regional Housing Needs Assessment Cycle. Ms. Shakra is serving as project manager, leading public engagement and preparing updates to the City's Safety Element and a new Environmental Justice Element in keeping with new statutory State requirements.

Project Manager, City of Beaumont – Safety and Housing Element Update, Beaumont

The City of Beaumont is preparing an update to their Housing Element as part of the 6th Regional Housing Needs Assessment Cycle and related updates to the Safety Element. Ms. Shakra is serving as project manager and authoring the updates to the safety element in keeping with new statutory State requirements on addressing climate change vulnerabilities.

Project Manager, City of Culver City – General Plan Update, Culver City

Culver City is preparing a comprehensive update to their General Plan, including a safety element update. Ms. Shakra led the preparation of background reports on wildfire hazards, water resources, public facilities, noise, natural resource areas, and cultural resources. She prepared an online educational video on hazards, including earthquake, landslide, climate change, and wildfire risk, identifying different strategies the City could take to increase their resilience.

Project Planner, City of Eureka – General Plan Update, Local Coastal Program Land Use Plan Update, and Environmental Impact Report, Eureka

Ms. Shakra assisted the City of Eureka with a comprehensive update of its coastal land use planning policies and regulations and General Plan. Ms. Shakra prepared policies as part of the General Plan Update and contributed to the open space, natural resources, agriculture, and timberlands elements.



Education

BA, English and
Environmental Studies,
University of California
at Santa Barbara

Certification

American Institute of
Certified Planners,
Certified Environmental
Planner (No. 021413)

Years of Experience

22

Abe Leider, AICP CEP

Principal Planner/CEQA Advisor

Abe Leider is responsible for management and preparation of planning and environmental documents and specialized technical studies. Mr. Leider has over 22 years of experience in the planning field and has managed or primarily authored successful planning and environmental documents on subjects ranging from regional resource management and land use regulation to complex public and private development projects. He is proficient at interpreting state and federal planning and environmental regulations and guidelines as well as developing thorough and clear environmental documentation. Mr. Leider is experienced at providing professional contract planning support in all facets of the project review and permitting process to small, mid-sized and large jurisdictions throughout California. He has prepared informational and technical reports on a range of planning and environmental topics, including general land use trends, agriculture, biology and aesthetics/visual resources.

Select Project Experience

Principal-in-Charge, City of Hayward, On-Call Consulting Services, Hayward

Mr. Leider has been the Principal-in-Charge of Rincon's successive on-call contracts with the City of Hayward since 2017. In this capacity he has overseen a number of environmental planning assignments for a variety of project and program types including housing projects, commercial/industrial projects, institutional projects and the Shoreline Adaptation Master Plan.

Principal-in-Charge, City of Belmont – 6th Cycle Housing Element Update Environmental Impact Report, Belmont

Mr. Leider is the Principal-in-Charge of Rincon's contract with the City of Belmont to prepare a Program EIR for the City's 6th Cycle Housing Element. The proposed project will update the City's Housing Element in compliance with State law. Rincon is assisting the City with initial outreach and providing an interactive map for public input.

Principal-in-Charge, City of Orinda – Downtown Precise Plan and 6th Cycle Housing Element Update Environmental Impact Report, Orinda

Mr. Leider is the Principal-in-Charge of Rincon's contract with Orinda to prepare a Program EIR for the City's Downtown Precise Plan. In addition, the EIR will cover the City 6th Cycle Housing Element in compliance with State law. Key issues are development densities and heights, impacts to creeks, utilities and vehicle miles travelled.

Principal-in-Charge, City of Union City – Housing Element Rezone Initial Study-Mitigated Negative Declaration, Union City

Rincon prepared an IS-MND to evaluate a proposed rezoning to allow increased residential density on several key parcels. Rincon successfully completed this assignment within budget and within an expedited schedule. Key issues included aesthetics, agricultural resources, biological resources, and traffic.

Principal-in-Charge, City of Berkeley (subconsultant) – Adeline Corridor Specific Plan Environmental Impact Report, Berkeley
 Rincon completed an EIR for the proposed Adeline Corridor Specific Plan in the City of Berkeley. The Plan Area is in the southern portion of the City of Berkeley and extends approximately 1.3 miles north from the Berkeley/Oakland border along Adeline Street and Shattuck Avenue to the intersection of Shattuck Avenue and Dwight Way. The Plan Area abuts Downtown Berkeley to the north and extends to the City of Oakland border to the south. The Adeline Corridor Specific Plan is intended to direct changes in land uses and development and right-of-way improvements for the Plan Area. The vision for the Plan Area is to champion equitable, transit-oriented development that supports a thriving community and provide safe, “complete streets.” Key issues analyzed in the EIR include traffic/circulation, cultural resources, population and housing, noise, air quality, and GHG emissions.

Principal-in-Charge, City of Palo Alto – Housing Incentive Program Expansion and 788-796 San Antonio Road Mixed Use Project Environmental Impact Report, Palo Alto

Mr. Leider is serving as the Principal-in-Charge. Mr. Leider’s role includes overall management of the CEQA document and process for the project. Rincon is currently preparing an Environmental Impact Report for the City’s proposed effort to expand their Housing Incentive Program to a portion of the San Antonio Road corridor. This involves increasing the allowed residential density on some parcels to encourage and incentive housing. One proposed project, the 788 San Antonio Road Mixed Use project, would be allowed under the proposed program expansion. The EIR covers both the programmatic zoning code changes and the project-level impacts associated with the individual 788 San Antonio Road project. This project involves demolition of an eligible historic resource. Key issues analyzed in the EIR include historical resources, air quality, energy, greenhouse gas emissions, noise, and transportation.

Principal-in-Charge, City of Redwood City – Mixed-Use: Live/Work and Emergency Shelter Zoning Amendment Project Addendum Environmental Impact Report, Redwood City

Mr. Leider served as the Principal-in-Charge for an Addendum Environmental Impact Report for Redwood City’s Mixed-Use: Live/Work and Emergency Shelter Zoning Amendment Project. The proposed project involved amendments to the mixed-use live/work zoning district and the mixed-use emergency shelter combining district on 30 blocks totaling 37.5 acres. Rincon prepared the Addendum to the previously certified A New General Plan for Redwood City Final EIR. The zoning amendment would alter the required floor area ratios, density, stories and height on mixed-use live/work zoning district and the mixed-use emergency shelter zoning district and provide intensity bonuses for developments which include certain qualifying community benefits.

Principal-in-Charge, City of Concord – On-Call Planning and Environmental Services, Concord

Rincon has provided planning and environmental services to the City of Concord under successive on-call contracts since 2016. Under these contracts, Rincon has been pre-qualified to augment staff in the review and process of development projects, including environmental review and technical analysis. Mr. Leider as acted as Principal-In-Charge for the review and processing services for development applications for specific projects, including wireless projects. Rincon also prepared a number of CEQA documents including programmatic analyses for several rezones, CEQA streamlining documents for two major downtown projects, and an IS-MND for a controversial drive-through restaurant project.

Principal-in-Charge, City of San Leandro (subconsultant) – Bay Fair BART Transit-oriented Development Specific Plan Environmental Impact Report, San Leandro

Rincon prepared a programmatic Environmental Impact Report for the Bay Fair BART Transit-oriented Development Specific Plan for the City of San Leandro as part of the Raimi & Associates team. The Specific Plan addressed a wide range of development, planning and economic issues, including identifying existing and future opportunities for transit-oriented mixed-use and residential development within the study area and transportation and infrastructure improvements to accommodate a preferred land use alternative. Mr. Leider’s role included overall management of the CEQA document and process for the project.



Education

BA, English and
Environmental Studies,
University of California
at Santa Barbara

Affiliation

Board Member,
Association of
Environmental
Professionals, San
Francisco Chapter

Years of Experience

15

Karly Kaufman

Supervising Environmental Planner/CEQA Lead

Karly Kaufman serves as a Supervising Environmental Planner/Project Manager within Rincon's Environmental Science and Planning group. Ms. Kaufman has over 15 years of experience in the environmental industry and 9 years of experience in CEQA project management. She is involved in managing CEQA and NEPA documentation and technical air quality, greenhouse gas, and noise impact analyses for a variety of clients throughout the state. Ms. Kaufman specializes in advising on and managing programmatic CEQA documentation for long-range plans and zoning programs such as for General Plans, Specific Plans, and zoning ordinance amendments. She also manages CEQA documentation for residential and commercial development projects and for large-scale transportation projects. She has prepared and managed Environmental Impact Reports, Initial Studies, Negative Declarations, and Categorical Exemptions, and also prepares CEQA guidance, training, and templates for key clients.

Select Project Experience

Project Manager, City of Hayward – On-call Environmental Services, Hayward

Since 2017, Rincon has been on the on-call list for CEQA services for the City of Hayward and has prepared CEQA documentation for several projects including: 25800 Clawiter Road Industrial Project, Harvey Avenue Residential Project, 22626 4th Street Residential Project, Gading II Residential Project, Pine Vista Condo Project, Mission Family Apartment Project, and Eden Village II Residential Project. Rincon is also preparing procedures, guidelines, and templates for the City related to categorical exemptions.

Project Manager, City of Berkeley – Adeline Corridor Specific Plan Environmental Impact Report, Berkeley

Rincon completed an EIR for the proposed Adeline Corridor Specific Plan in the City of Berkeley. The Plan Area is in the southern portion of the City of Berkeley and extends approximately 1.3 miles north from the Berkeley/Oakland border along Adeline Street and Shattuck Avenue to the intersection of Shattuck Avenue and Dwight Way. The Plan Area abuts Downtown Berkeley to the north and extends to the City of Oakland border to the south. The Adeline Corridor Specific Plan is intended to direct changes in land uses and development and right-of-way improvements for the Plan Area. The vision for the Plan Area is to champion equitable, transit-oriented development that supports a thriving community and provide safe, "complete streets." Key issues analyzed in the EIR include traffic/circulation, cultural resources, population and housing, noise, air quality, and GHG emissions.

Project Manager, City of Palo Alto – Housing Incentive Expansion Program and 788 San Antonio Road Mixed-Use Project Environmental Impact Report, Palo Alto

Rincon Consultants prepared an EIR for the City's proposed effort to expand their Housing Incentive Program to a portion of the San Antonio Road corridor. This involves increasing the allowed residential density on some parcels to encourage and incentive housing. One proposed project, the 788 San Antonio Road Mixed Use project, would be allowed under the proposed program expansion. The EIR covers, both the programmatic zoning code

changes and the project-level impacts associated with the individual 788 San Antonio Road project. This project involves demolition of an eligible historic resource. Key issues analyzed in the EIR include historical resources, air quality, energy, greenhouse gas emissions, noise, and transportation.

Project Manager, County of Alameda – Ashland Cherryland Business District Specific Plan Environmental Impact Report, Alameda County

Ms. Kaufman served as the Rincon team Project Manager for preparation of CEQA documentation for the update to the Ashland Cherryland Business City Specific Plan (ACBDSP). The ACBDSP area encompasses two corridors in Ashland and Cherryland, two unincorporated communities within the County of Alameda. The project emphasized economic revitalization through place-making, innovative implementation strategies, creative marketing, branding, public improvement programs, robust community outreach; and a form-based code. In 2016, the American Planning Association (APA) Northern Section presented the County of Alameda with the “Excellence in Economic Planning and Development” award for the Ashland and Cherryland Business District Specific Plan and Code.

Project Manager, City of San Leandro – Bay Fair BART Transit-Oriented Development (TOD) Specific Plan Environmental Impact Report, San Leandro

Ms. Kaufman served as the Rincon team Project Manager for the Bay Fair BART Transit-Oriented Development (TOD) Specific Plan for the City of San Leandro as part of a larger planning team. The Specific Plan addresses a wide range of development, planning and economic issues. It identifies existing and future opportunities for transit-oriented mixed-use and residential development as well as transportation and infrastructure improvements to accommodate the selected land use alternative. Key environmental issues in the CEQA document included aesthetics; air quality/GHGs; historical resources, noise; hydrology/water quality; land use and planning; and transportation/circulation. The project was the recipient of the American Planning Association, California Chapter, Northern Section 2019 Award of Merit, Comprehensive Plan, Small Jurisdiction

Project Manager, Barry Miller Consulting/County of Alameda – Fairview Specific Plan Update IS-MND, Alameda County

Ms. Kaufman is the project manager for the Fairview Specific Plan Update IS-MND. Focused on Fairview, a semi-rural community in unincorporated Alameda County, the Plan is centered on community driven policies to protect natural resources (e.g. natural landforms, riparian areas/creeks) while creating a set of development standards. As the team’s environmental consultant, Rincon is preparing an IS-MND to satisfy the CEQA requirement for the project. Due to the programmatic nature of the project, the IS-MND is tailored specifically to analyze all aspects of the Specific Plan at a broad, program level to provide a comprehensive impact assessment and to facilitate streamlining of future CEQA processes.

Project Manager, City of Berkeley – Southside Zoning Ordinance Amendments Environmental Impact Report, Berkeley

Rincon Consultants is currently preparing an EIR for the proposed Southside Zoning Ordinance Amendments project in the City of Berkeley. Since 2016, the City Council has forwarded six referrals to the Planning Commission related to increasing housing production and availability in the Southside Area. The proposed zoning modifications are intended to increase housing capacity and production in the Southside through changes in a targeted number of zoning parameters: building heights, building footprints (including setbacks and lot coverage), parking, ground-floor residential use, and adjustments to the existing zoning district boundaries. Focusing on these specific components of zoning is anticipated and intended to expand housing capacity and streamline future review on a limited number of suitable development sites. Key issues analyzed in the EIR include cultural and historic resources, air quality, energy, GHG emissions, land use and planning, transportation, and utilities.

Project Manager, City of Palo Alto – 2755 El Camino Real Multi-Family Residential Project IS-MND, Palo Alto

Rincon prepared an IS-MND for the 2755 El Camino Real Multi-Family Residential Project. The project involved development of a four-story multi-family apartment building with up to 60 residential units on a 0.5-acre site. The project also included a Zoning Code Text Amendment to create a “Workforce Housing” combining district under the Palo Alto Municipal Code, which would allow for higher density residential development within a specified distance of public transit and reduced parking standards to encourage increased transit uses, as well as a Zoning Map Amendment to apply the new combining district to the proposed site. Key issues analyzed in the IS-MND included air quality, noise, traffic, hazardous materials, and land use. Rincon subcontracted with Hexagon Transportation Consultants to prepare the traffic impact analysis.



Education

BS, Environmental
Resource Management,
Virginia Polytechnic
Institute and State
University

Years of Experience

14+

George Dix

Senior Environmental Planner/CEQA Assistant Project Manager

George Dix's professional experience spans more than 14 years and has focused on environmental planning and review, including CEQA and NEPA compliance, impacts analyses and development of mitigation measures, permitting, biology, and project management. George has worked on many diverse and complex CEQA and NEPA projects, which has included managing and authoring Categorical Exemptions, Initial Studies (IS), Environmental Impact Reports (EIR), Categorical Exclusions, Environmental Assessments (EA), and Environmental Impact Statements (EIS). He is experienced in both project-level CEQA and NEPA analysis and documentation, as well as program-level analysis and documentation. This experience is particularly valuable and useful because George can prepare and manage CEQA and NEPA documents for all types of projects, including General Plan updates and Housing Element updates. His duties at Rincon include preparing and managing environmental documents and permit applications in support of CEQA and NEPA. Applying his 14 years of experience, Mr. Dix also mentors junior planners and conducts QA/QC review of CEQA documents

Select Project Experience

Project Manager, City of Hayward – 4150 Point Eden Way Industrial Project Environmental Impact Report, Hayward

Rincon prepared an Environmental Impact Report for the 4150 Point Eden Way Industrial Project. The project consisted of demolition of an existing historic building and development of the project site with a new warehouse building that also includes office space. Additionally, the project involved a new wetland preserve adjacent to the San Francisco Bay and relocation of a segment of the San Francisco Bay Trail. Due to demolition of the historic structure, cultural resources were a key issue area analyzed in the EIR. The EIR also focused on biological resources, hazards and hazardous materials, and transportation. Other CEQA issue areas and topics, such as air quality, aesthetics, and hydrology and water quality were evaluated in an Initial Study that Rincon prepared. The Draft EIR was recently circulated for public comment and generate only five comment letters, none of which required substantial revisions to the Draft EIR text. George served as Project Manager, overseeing preparation of the Initial Study and EIR, as well as maintaining the project schedule and budget and quality control.

Project Manager, City of Hayward – 25550 Clawiter Road Industrial Development Project Initial Study/Mitigated Negative Declaration

Rincon is preparing an Initial Study/Mitigated Negative Declaration (IS/MND) for the 25550 Clawiter Road Industrial Development Project. The proposed project involves demolition of the remaining components of the former Berkeley Farms operation on the project site and redevelopment of the project site with two new industrial/warehouse buildings. An end tenant is not identified; however, the buildings may be used for e-commerce distribution and logistics. Key issues analyzed in the EIR, given the potential e-commerce use, include

transportation and air quality, due to vehicle delivery trips associated with e-commerce. Additionally, because an end tenant is not identified, there is potential that the buildings would need backup electricity in the form of generators. Accordingly, Rincon prepared a health risk assessment to evaluate potential adverse impacts of operating backup diesel generators at the project site. The health risk assessment was used to support the IS/MND.

Senior Planner, Town of Los Gatos (Partner with Mintier Harnish) – General Plan Update, Los Gatos

Rincon prepared the Environment and Sustainability Element and Hazards and Safety Element and is currently preparing the Program EIR for the update. In updating the General Plan, Rincon prepared a community-wide, planning-level climate change greenhouse gas inventory and vulnerability assessment that examined the adverse effects of climate change relevant to Los Gatos, building on town-wide work already completed as part of their Sustainability Plan and existing policies/programs contained in the existing Environment and Sustainability Element. Key issues addressed included extreme heat, changes in precipitation and drought, increased risk of flooding and wildfire, and earthquake and landslide risk mitigation.

Senior Planner, City of Millbrae (Partner with Mintier Harnish) – General Plan Update, Priority Development Specific Plan, and Environmental Impact Report, Millbrae

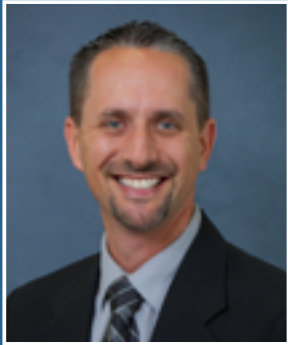
Rincon prepared Natural Resources and Hazards and Safety sections of the Background Report, which included water resources, biological resources, open space, scenic resources, cultural resources, seismic and geologic hazards, flood and fire hazards, and hazardous materials. Rincon also assisted with preparation of the PDA Specific Plan and the General Plan policy document and is also currently selected to prepare an EIR on the General Plan Update and PDA Specific Plan.

Project Manager, City of Watsonville – Sunshine Vista Development Environmental Impact Report, Watsonville

Rincon assisted the City of Watsonville in the preparation of an Environmental Impact Report for the Sunshine Vista Phased Development, a residential subdivision project. Mr. Dix served as the Project Manager. The project site consists of two parcels that were used as a car repair, maintenance, and disposal business since the 1960s. Specific known activities included automotive dismantling, car crushing, car burning, automotive repair, automotive bodywork, automotive service, and storage of automotive waste fluid. The proposed project consists of two phases. The first phase of the project involves remediation of the project site, including removal of all junk vehicles, trash, debris, and structures; soil-remediation and disposal; temporary stormwater drainage measures; and regrading. This phase was found to be categorically exempt under CEQA, but the clean-up activities and associated impacts are analyzed in the Environmental Impact Report. The Environmental Impact Report also analyzes phase two of the project, which consists of subdivision of the property into 150 residential lots and community open space parcels. The residential units will be a mix of single-family units, duplex units, and townhomes. The project also includes a new nature trail along the Watsonville Slough, which is adjacent to the northern side of the project site. Key issues analyzed in the Environmental Impact Report include aesthetics, biological resources, hazards and hazardous materials, hydrology and water quality, land use and planning, noise, and transportation and traffic.

Project Manager, SOF-IX Sleep II, LP – Uptown Suites Hotel, Addendum to the College Square South PUD Environmental Impact Report, Sacramento

The Uptown Suites Hotel Project included the construction a suite-style hotel on two vacant parcels that are located within the larger planning area known as the College Square Planned Unit Development (PUD) in the southern area of the City of Sacramento. The College Square PUD project was approved and the associated Environmental Impact Report (EIR) was certified by the Sacramento City Council on January 27, 2004. The proposed hotel project required the preparation of an Addendum to the EIR pursuant with Section 15164 of the CEQA Guidelines. Mr. Dix was responsible for managing the CEQA Addendum to the EIR and coordinating with the City of Sacramento planning department.



Education

BA, Communication
Design, California State
University, Chico

Years of Experience

9

Adam Grace

Graphic Designer

Adam Grace has nine years of professional graphic design experience, creating myriad print and digital materials from posters to booklets. Mr. Grace manages multiple concurrent design projects, often crossing departments to develop strategies and meet project demands. He collaborates closely with department managers and supervisors to create effective, visually compelling client deliverables and company collateral. Mr. Grace combines over ten years of digital photography experience with his graphic design skills to add a unique value to the marketing and consulting team.

Select Project Experience

Graphic Designer, City of Palo Alto – 6th Cycle Housing Element Update, Palo Alto

As graphic designer, Mr. Grace was responsible for the art direction and graphic design for the design of all the community outreach materials. He contributed his graphic design services to create a visual branded theme that is recognizable throughout all the materials. He created social media graphics and flyers in multiple languages.

Graphic Designer, City of Corona – 6th Cycle Housing Element Update, Corona

As graphic designer, Mr. Grace designed the outreach flyers used as part of the robust public engagement process for the 6th Cycle Housing Element Update in Corona.

Graphic Designer, City of Livermore – Climate Action Plan Update, Climate Vulnerability Assessment, and IS-ND, Livermore

Mr. Grace is the designated graphic designer, responsible for the design of all the graphic deliverables for the project. For this project, he created the greenhouse gas summary sheet.

Graphic Designer, County of Sonoma – Rezone Sites for Housing Project Environmental Impact Report, Sonoma County

Rincon is preparing a Program EIR for the County's Rezone Sites for Housing Project. As graphic designer, Mr. Grace designed a Vehicle Miles Traveled infographic to be included in the EIR.

Graphic Designer, City of Dublin – Climate Action Plan 2030, Dublin

As graphic designer, Mr. Grace is responsible for the art direction and graphic design for the design of all the Climate Action Plan materials. He contributed his graphic design services to create and format the executive summary, including designing infographics to be included. Mr. Grace also will design, lay out, and format the full report.

Graphic Designer, Metropolitan Water District of Southern California – Climate Action Plan, Los Angeles

Mr. Grace provided graphic design services to develop the visual theme for the Climate Action Plan. He is responsible for the art direction and graphic design of public outreach and marketing materials. Mr. Grace designed the layout and graphics for the project website. He also created a brand-consistent adaptation of the project logo. He is currently designing, laying-out, and formatting the entire report.

Graphic Designer, City of Merced – Climate Action Plan, Merced

Mr. Grace is responsible for establishing a visual identity for the project and designing an assortment of community outreach materials based on the provided project logo. He is responsible for collaborating with the project managers and designing event materials. Mr. Grace designed public outreach and marketing materials consistent with the project brand. The finished materials included flyers, postcard, sign-in sheets and a PowerPoint template. This project is currently in progress.

Graphic Designer, City of Goleta – Goleta Train Station Master Plan, Goleta

As graphic designer, Mr. Grace was responsible for designing and formatting the materials for this award-winning master plan project. He designed and format the master plan document. Mr. Grace also designed all the community outreach materials. Mr. Grace also. This project has won two awards, the APA's Central Coast Chapter – Award of Merit - Economic and Development Planning Award and the California Chapter of AEP - Merit Award for Outstanding Planning Document (2020).

Graphic Designer, City of Del Mar – Energy Efficiency Program, Del Mar

As graphic designer, Mr. Grace designed an assortment of community outreach for this award-winning project. He was responsible for creating the visual theme for the outreach materials. This project won the California Chapter of AEP - Merit Award for Outstanding Public Outreach award in 2020.

Graphic Designer, City of Lancaster – Community Homelessness Plan, Lancaster

Mr. Grace provided graphic design services to create an assortment of community event materials based on the provided logo. He was responsible for collaborating with the project managers and designing event materials. Mr. Grace created materials which reinforced the existing project branding guidelines. The finished materials included flyers, postcard, name tags, surveys, sign-in sheets, event signage and the finished document cover.

Fresno Council of Governments – Eastside Transportation Corridor Improvement Study, Fresno County

Mr. Grace provided graphic design services design toward the creation of the logo for the project. He collaborated with the project manager and the client to develop the logo and color theme.

City of Huntington Beach - General Plan, Huntington Beach

Mr. Grace provided graphic design services to develop a wide assortment of project branded materials. He collaborated with the senior designer to create conceptual logos for the general plan. Mr. Grace's logo concept was chosen out of the proposed selection of logos. He later created the cover design for the general plan as well as contributing as graphic support for the some of the general plan document graphics.

City of Morro Bay - General Plan / Local Coastal Plan, Morro Bay

Mr. Grace provided graphic design services to help the senior designer develop the logo for the project. He assisted in, but was not responsible for, the final logo directed and chosen by the client. Mr. Grace also created the cover for the document as well.

Graphic Designer, City of Elk Grove – General Plan Update, Elk Grove

While employed by another firm, Mr. Grace provided graphic design services to develop a wide assortment of project branded materials. He was responsible for the art direction and graphic design of public outreach and marketing materials and collaborated with the client on the development of the project logo and style guide. He later created the branded public outreach materials that included interactive printed posters, signage, name tags, sign-in sheets, map design, flyers, children's activity sheets, and website graphics.



JIM HARNISH, JD

PRINCIPAL/OWNER

EDUCATION

Juris Doctor

McGeorge School of Law,
University of the Pacific

Bachelor of Arts, History

University of California, Davis

CERTIFICATIONS/ AFFILIATIONS

California State Bar Association
(Bar No. 99326)

American Planning Association

Urban Land Institute

EXPERIENCE

Mintier Harnish

Principal/Owner

City of South San Francisco

Chief Planner

Sugnet & Associates

Vice President

City of Folsom

Community Development Director

City of Sacramento

Environmental Coordinator

Balfrey & Abbott

Attorney

Mintier Harnish & Associates

Partner

Sacramento Area Council of Governments

Planner

County of Sacramento

Planner

PROJECTS

General plans for over 23 cities and
counties throughout California

Environmental impact reports for over
100 general plans and other projects

Zoning and subdivision ordinance
revisions for several cities and counties

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

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

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

Jim has extensive experience in supervising large planning staffs and managing interdisciplinary consultant teams on complex planning projects. Jim has managed or prepared general plans for the cities of Alturas, Folsom, Galt, Hayward, Healdsburg, Isleton, Sacramento, South San Francisco, Wheatland, and Windsor and the counties of Calaveras, Fresno, Merced, Modoc, San Benito, and San Joaquin.

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

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

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



BRENT GIBBONS, AICP

PROJECT MANAGER

EDUCATION

Bachelor of Science,
City and Regional Planning
Cal Poly, San Luis Obispo

CERTIFICATIONS/ AFFILIATIONS

American Institute of Certified Planners

American Planning Association,
Sacramento Valley Section

enCode user Certification

EXPERIENCE

Mintier Harnish
Project Manager, Associate

City of Turlock
Assistant Planner

Madera County
Planner II

San Mateo County Housing Authority
Housing and Community
Development (HCD) Intern

Hathaway Dinwiddie, Santa Clara
Project Engineer Intern

PROJECTS

General plans for the City of Gilroy,
the Town Los Gatos, the Town of
Windsor, and the Counties of Fresno,
Sierra County, and Ventura

SB244: Disadvantaged Communities
Report for Merced County

Zoning Ordinance updates for the
Counties of Fresno, Merced, and Sierra,
the Cities of Folsom, Gilroy and Santa
Clara, and the Placer County Sunset Area
Plan Implementing Zoning Regulations

Objective Design and Development
Standards for the Cities of Folsom, Gilroy,
South Lake Tahoe, and Ukiah, the town
of Windsor, and the county of Mariposa

Town of Windsor Housing Element Update

Brent Gibbons has been a planner in both the public and private sectors since 2013. He specializes in architectural applications, urban design, site design, land use planning, public policy, geographic information systems, regulatory code and ordinances, CEQA analysis, and community engagement.

Brent started his professional career as a Planner I with Madera County, which included the review of project plans with the zoning administrator, operating the front planning counter, and regularly evaluating setback variances and zoning permits. Brent was promoted to Planner II after a year, and managed projects with greater responsibility. His overall experience at Madera County included the intake of permits, zoning ordinance development, presentations to the Planning Commission, formation of community/area plans, and serving as the lead on solar facility and wireless tower projects. Brent also had the opportunity to serve on several committees pertaining to the drought and well water demand, as well as community park planning and design in conjunction with public health agencies. Additionally, Brent worked as an Assistant Planner for the City of Turlock where he conducted project permitting, development of maps, the General Plan Annual Report, and project management. His work included interfacing with a multitude of stakeholders ranging from community members to real estate developers.

Prior experience includes an internship with Hathaway Dinwiddie (Santa Clara office) in 2008 on the Solyndra Project, where Brent served as the onsite contact between the City of Milpitas and the Project Engineer. Tasks delegated included project permitting, editing plans, and construction administration. Brent also interned for the Housing Authority of San Mateo County, where he amended the HOME Affordability Covenant, performed HOME rent reviews for 2004-2009, and evaluated year-end fiscal performance data.

Brent holds a Bachelor's Degree in City and Regional Planning from California Polytechnic State University (Cal Poly), San Luis Obispo. While at Cal Poly San Luis Obispo, Brent served as the Associated Students in Planning (ASP) President, and the American Institute of Architecture Students (AIAS) President, where he sat on a national board that provided student connection to the American Institute of Architects (AIA). He represented Cal Poly at two international student architecture conferences in Minneapolis in 2009 and Toronto, Ontario, in 2010. Brent also was part of the project team that took 1st Place in the Bank of America Low Income Housing Challenge in 2012 for the Alere development.



Feliz Ventura

Director, Sustainable Economics US Director, Urban Solutions

Feliz Ventura focuses on making the business case for climate adaptation for clients shaping the built environment in the 21st century. This includes analysis of how changing climate conditions impact the economic activity enabled by our physical, social and ecological infrastructure to define what is at stake, what benefits accrue from adaptation, and how to leverage these benefits to pay for needed investments. She guides clients through developing, prioritizing and implementing climate adaptive projects and policies. In this process, she uses data to communicate how climate action can make communities healthier, safer, and more prosperous. She has worked across the United States and internationally for private and public clients ranging from small towns, multi-state regions of high ecological significance, and major cities impacted by natural hazards exacerbated by climate change, and would welcome the opportunity to support the City of Santa Cruz create a climate action plan that is built for implementation that brings broad-based community benefit.

Prior to Hatch, Feliz led the Sustainable Economics practice for the Americas at AECOM, where she assisted public and private clients to plan, invest, and pay for investments ranging from wastewater to transit to climate-adaptation infrastructure. At Washington State's Department of Commerce, Feliz focused on technology-driven economic development in her role as the State's Clean Technology Program Manager. In this multifaceted role, she consulted directly with companies; and partnered with international banks and federal entities. She produced economic policy analyses, economic development strategies and implementation plans for Washington on technology and economic development, including the State's green collar jobs plan and was her agency's representative to the Western Climate Initiative's Forest Carbon Working Group. At the World Resources Institute in Washington, D.C., Feliz assisted client around the world to measure and improve their triple bottom lines, worked to attract investment from major U.S. and European Union funds into client companies, harmonized triple bottom line standards for global use, and coordinated Brazilian operations.

Select Project Experience

Climate Action Plan, County of Santa Barbara

Feliz directs the financial analysis for the County of Santa Barbara's Climate Action Plan, which plans for meeting the County's net zero climate goals over the next several decades.

Climate Action and Energy Action Plan, City of Santa Cruz

Feliz directs the economic and financial analysis of the City of Santa Cruz's Climate Action and Energy Action Plan, which embodies the City's vision of achieving carbon neutrality by 2045 or earlier in an equitable manner. Feliz's analysis examines how the path to carbon neutrality can support both equitable economic outcomes and economic growth.

HATCH

Climate Action and Adaptation Plan, City of Beverly Hills

Feliz directs the economic analysis for the City of Beverly Hills Climate Action and Adaptation Plan. Beverly Hills is a thriving international commercial and culinary destination and a world-renowned residential destination. To preserve its key industries and ensure that it remains a leader in quality of life, the City is planning now for climate mitigation and adaptation needs.

Greenhouse Gas Reduction Plan, City of Burbank

Feliz serves as project director for the City of Burbank's Greenhouse Gas Reduction Plan's funding and financing analysis. A funding and financing analysis is a critical component of greenhouse gas reduction measure implementation to ensure that high potential measures can be implemented and deliver required GHG reductions. 2020 -present.

Sea Level Rise Funding + Financing Study, Metropolitan Transportation Commission

Feliz was the project director for an investigation of innovative approaches that could be used to pay for sea level rise adaptation infrastructure across the San Francisco Bay, and led a stakeholder engagement process that included select agencies and nonprofits in the Bay Area to generate input on how to protect priority areas and develop order of magnitude costing approaches.

Climate Mitigation and Adaptation Prioritization Tool, London, C40, UK

Feliz directed the development of a tool to prioritize project implementation for climate mitigation and adaptation goals for nearly 100 major cities around the world, defined in cities' respective climate change mitigation and adaptation plans.

Paying for Climate Adaptation in California: A Primer for Practitioners, Resource Legacy Foundation

Feliz directed a project on funding and financing strategies for climate adaptation and resilience for infrastructure in the context of California-specific public finance. This work focused on existing and innovative funding/financing structures in the areas of coastal, water/wastewater, heat and fire, and programmatic investments. Interim and final products were presented to the California Office of Planning and Research's Integrated Climate Adaptation and Resiliency Program.

Funding and Financing Approaches for the Greater New Orleans Hazard Mitigation, New Orleans, LA

To assist the Parish of New Orleans and the Greater New Orleans Hazard Mitigation Plan team, Feliz served as an expert on project development and funding and financing in a workshop preparing the team for the upcoming development of the 2020 Hazard Mitigation Plan.

DAMIAN STEFANAKIS | PRINCIPAL PLANNER



Damian Stefanakis has 32 years of experience in transportation planning and travel demand forecast modeling. He specializes in the development and application of travel demand models for highway and transit projects using many types of software, including EMME, TRANPLAN, UTPS, MINUTP, and CUBE/Voyager. He also has experience with application of regional MPO models in California, Houston, Cleveland, and Florida. Damian has significant experience with local MPO and Countywide models, including the MTC Regional model, Marin TAM, CCAG-VTA and Alameda CTC Countywide Models for regional transit and highway studies. He also provides on-call support and model training to clients in the use of EMME/2 and CUBE/ VOYAGER. In addition, Damian has experience developing goals and policies for General Plans, Circulation Elements, Housing Elements, and other planning documents, conducting VMT analysis per SB 743, and utilizing his experience to establish implementable and forward-thinking approaches to complex transportation issues.

EDUCATION

- Graduate Degree, Engineering (GDE), University of the Witwatersrand Johannesburg, South Africa
- BS Civil Engineering, University of the Witwatersrand Johannesburg, South Africa

YEARS OF EXPERIENCE

32

AFFILIATIONS

- Institute of Transportation Engineers, Member

PROJECT EXPERIENCE

Transportation Impact Studies/Environmental Impact Reports. Damian has managed a number of transportation impact studies and environmental impact reports (EIR) that involved the analysis of traffic operations, on-site access and circulation, parking, VMT, and impacts on alternative modes. Projects include transit-oriented developments, large-scale mixed-use projects, general plans, station area plans, and traffic impact studies.

General Plans: Pacifica, Belmont, East Palo Alto, Hayward, San Leandro, Livermore, San Carlos, San Mateo.

Housing Elements: Marin County Housing Element, San Carlos, Belmont, San Mateo.

Transit-Oriented Developments: Oakland Lake Merritt BART Station Area Plan, San Leandro Bay Fair BART Transit Village Transit-Oriented Development Specific Plan, Livermore Isabel BART Station Area Plan.

Large-Scale Mixed-Use Plans and Specific Plans: San Leandro Shoreline Specific Plan and EIR, Alameda Point Reuse EIR, Kaiser San Leandro Medical Center/Mixed-Use EIR, El Charro Specific Plan EIR (Livermore), South Hayward BART Specific Plan EIR, Mission Boulevard Specific Plan EIR (Hayward), West Oakland Specific Plan, Fairview Specific Plan.

K-12 Schools: Hayward High School Access Study, Cherryland Elementary School Relocation and Expansion, Harder Elementary School Expansion, Fremont Thornton School, Fremont Centerville School.

On-Calls: Marin TAM, Alameda CTC, CCTA, C/CAG-VTA, Sonoma TA, San Leandro, Hayward.

PROJECT EXPERIENCE

Hayward 2040 General Plan and EIR; Hayward, CA. Damian was the project manager for the circulation and transportation elements of the Hayward General Plan. Damian worked with City staff and the prime consultant on the background reports, circulation policies, potential for incorporating complete streets, and traffic analysis for the CEQA EIR. Damian utilized the Alameda CTC Countywide Model with ABAG Projections 2009 to evaluate the land use changes for the proposed General Plan Project for 2035 buildout conditions. Damian analyzed up to 25 roadway segments and 42 study intersections using Traffix LOS software to quantify potential impacts and identify feasible mitigations required beyond the Policy mitigating ones.

Hayward Downtown Specific Plan EIR; Hayward, CA. Damian was the Kittelson project manager to provide analysis for traffic and transportation circulation options for the downtown specific plan. Kittelson used the most recent Alameda CTC CUBE model with ABAG Projections 2017 Plan Bay Area to test the various circulation options and develop travel demand forecasts for the EIR phase. Analysis of up to 20 intersections and a number of circulation options for the downtown area was conducted for existing and 2040 cumulative conditions using the Synchro software. The Specific Plan phase was completed by end of 2017, and EIR phase was completed in early 2019.

Alameda County Transportation Commission; East 14th St./Mission Blvd. and Fremont Blvd. Multimodal Corridor Project; Alameda County, CA. Damian was lead modeler providing traffic forecasting for Kittelson's work with Alameda CTC and member jurisdictions to identify implementable near-, mid-, and long-term improvements to regional mobility along a 30-mile corridor between the city of San Leandro and the city of Fremont. The project included analyses of transit, bicycle, pedestrian, and traffic circulation systems around multiple Priority Development Areas, downtown neighborhoods, and BART stations. Significant stakeholder engagement was conducted for the development of improvement concepts.

Alameda Countywide Model Update; Oakland, CA. Damian served as project manager for development of the ACCMA (now Alameda County Transportation Commission) Countywide Model update using the CUBE/Voyager software. The new model was directly based on the 1,454 TAZ version of the MTC Baycast model with some significant enhancements, detailed land uses, detailed network and TAZs, detailed specification of outside Bay Area County, GDT GIS mapping links, enhanced mode choice capability within Alameda County and improved trip assignment speed flow relationships. More recently, Damian provided support to the Alameda CTC as part of a modeling on-call. Kittelson has been updating the model since 2006 with periodic updates. The current update include land uses for ABAG Projections 2017 Plan Bay Area.

Mission Boulevard Corridor Specific Plan Form-Based Code & EIR; Hayward, CA. Damian was the Kittelson project manager working with City staff and Hall Alminana Architects to develop the Mission Boulevard Specific Plan. Kittelson developed the circulation options for the plan and worked on the subsequent EIR. Damian used the recent Alameda CTC P09 Countywide model implemented in Cube software to prepare forecasts for 2012 baseline and 2035 cumulative traffic with and without the project. The baseline circulation assumed a completed 238 corridor widening. The forecasts were used to develop intersection level of service at 11 study intersections using the Traffix LOS software and identified impacts and feasible mitigations.

Hayward Unified School District CEQA Services; Hayward, CA. Damian served as project principal for the transportation planning and analysis support required to complete the CEQA services for the expansion/relocation of Cherryland Elementary School and the expansion of Harder Elementary School. Both projects involved construction of new educational spaces to accommodate increases in student population. Informed by the City of Hayward Interim Traffic Study Guidelines, Kittelson performed all transportation-related CEQA analysis for the project. Kittelson conducted data collection, existing conditions analysis, and trip generation, and performed intersection level of service for multiple intersections under various project conditions. In addition, bike and pedestrian access and crossings, parking, site circulation, and drop-off/pickup were evaluated.

San Leandro General Plan Update and EIR; San Leandro, CA. Damian was project manager for the circulation and transportation elements of the San Leandro General Plan. Damian worked closely with the prime consultant team and city staff on the existing conditions, circulation policies, complete streets, SB 743 VMT analysis, and traffic analysis for the CEQA EIR. Damian utilized the Alameda CTC Countywide Model with ABAG Projections Plan Bay Area to evaluate the land use changes for the proposed General Plan Project for 2035 buildout conditions. Damian analyzed up to 12 roadway segments and 24 study intersections using SYNCHRO intersection LOS software to quantify potential impacts and identify feasible mitigations required beyond the policy mitigating ones. The General Plan was approved together with the EIR in August 2016.

San Leandro Shoreline Specific Plan EIR, San Leandro, CA. Damian was the project manager on this project as a subconsultant providing traffic analysis for the Shoreline Specific Plan and EIR located in San Leandro west of I-880. Kittelson staff performed all traffic analysis at 32 study intersections for weekday and weekend conditions for existing and 2035 cumulative conditions. Damian used the Alameda Countywide model to distribute and assign the projects trips to the local streets and freeway segments for 2035 conditions. The project was successfully completed and approved by City Council in June 2015.

San Mateo On-Call Transportation Analysis Reports and Policy Development — SB 743 Implementation Assistance; San Mateo, CA. Damian is project manager for Kittelson's recently won on-call contract with the City of San Mateo to provide assistance for the development of the methodology, thresholds, and procedures for CEQA analysis of land use and transportation projects and plans in compliance with SB 743 requirements. The on-call contract also includes the provision of professional services for transportation impact analysis reports and transportation demand management plans for development projects.

ANUSHA MUSUNURU, PHD | ENGINEERING ASSOCIATE



Anusha Musunuru's experience includes safety analysis and statistical modeling, and travel demand modeling. She supports projects by conducting travel forecasting, traffic operations and safety analysis, developing safety performance countermeasures. Her experience includes working with different statistical modeling techniques to quantify the safety performance, activity-based structures, network edits, socioeconomic data updates, and model validation. When working on safety and transportation planning efforts, Anusha uses her proficiency in R, Python, Cube, ArcGIS, Highway Capacity Software, Synchro, Vistro, and SIDRA.

PROJECT EXPERIENCE

Colma General Plan Update. Anusha was the main analyst for this study. She performed an existing conditions analysis, travel demand modeling, and future conditions analysis, as well as a subarea traffic model validation using the 2020 C/CAG model and historical traffic counts. She modified the C/CAG model by updating network characteristics, centroid placement, and connections, and changing socio-economic input data. She identified historical traffic volume growth trends and validated the existing travel demand model. The validation effort supported the development of future traffic volume projections for future conditions analysis. In addition, she conducted traffic operations analysis of intersections under both current and proposed General Plan scenarios.

City of Clovis VMT Implementation Guidelines; Clovis, CA. Kittelson assisted the City of Clovis in developing its SB 743 approach and transportation impact study guidelines. Kittelson assisted the City in developing its VMT metrics, thresholds, screening criteria, and other elements of its approach, as well as researching VMT mitigation measures that would be effective in Clovis. Anusha helped the City prepare guidance related to updating the California Environmental Quality Act (CEQA) criteria based on SB 743, which eliminates level of service as a measurement of traffic impact. Anusha applied the activity-based model from Fresno COG in Cube to analyze and visualize VMT per capita and VMT per employee for TAZs within the City of Clovis.

Alameda County Transportation Commission; East 14th St./Mission Blvd. and Fremont Blvd. Multimodal Corridor Project; Alameda County, CA. Kittelson worked with the Alameda CTC and member jurisdictions to identify implementable near-, mid-, and long-term improvements to regional mobility along a 30-mile corridor between the city of San Leandro and the city of Fremont. The project included analyses of transit, bicycle, pedestrian, and traffic circulation systems around multiple Priority Development Areas, downtown neighborhoods, and BART stations. Significant stakeholder engagement was conducted for the development of improvement concepts. Anusha provided operational performance and reliability metrics for the entire study corridor.

San Mateo On-Call Transportation Analysis Reports and Policy Development; San Mateo, CA. Anusha was the main analyst for a transportation demand management memorandum, preparing case studies to understand the VMT implication for potential projects in San Mateo.

Milpitas General Plan Update. Anusha was the main analyst for this study. She performed travel demand modeling and traffic model validation using the 2020 C/CAG model and historical traffic counts. She modified the C/CAG model by updating network characteristics, centroid placement, and connections, and changing socio-economic input data to incorporate the proposed general plan update land uses in the area. She developed future traffic volume projections for the proposed general plan scenario and compared the traffic volumes with the existing general plan scenario to calculate the differences.

EDUCATION

- PhD, Civil and Environmental Engineering, University of Utah
- MS, Civil and Environmental Engineering, University of Utah
- BS, Civil Engineering, Jawaharlal Nehru, Technological University

YEARS OF EXPERIENCE

6

PUBLICATIONS

- Musunuru, A., Wei, R., and Porter, R.J. "Predicting Day and Night Traffic Volumes on Rural Roads for Statistical Road Safety Modeling," in Transportation Research Record, Journal of the TRB, No. 2659, 2017, 192-203.
- Tasic, I., Musunuru, A., and Porter, R.J. "Quantifying Accessibility of Nonmotorized Transportation Modes in Recreational Areas: Case Study of Mill Creek Canyon, Utah," Journal of Parks and Recreation Administration, Vol. 32, No. 3, 2014, 49-73.
- Musunuru, A. and Porter, R.J. "Reliability-Based Geometric Design Approach for Selecting Basic Number of Freeway Lanes," in Transportation Research Record, Journal of the TRB, No. 2436, 2014, 70-80.

City of Glendale Land Use and Circulation Element Update/Transportation Impact Fee/SB 743; Glendale, CA.

Kittelson is currently developing an updated circulation element for the City of Glendale and updating its citywide travel demand model. As part of this effort, Kittelson is preparing a VMT estimating tool for the City and developing its updated SB 743-compliant transportation impact study guidelines. Anusha is helping City of Glendale with collecting data on roadway segments in Glendale using alternative data sources. She is utilizing streetlight data, PEMS data, and historical traffic volume trends to validate the counts obtained from the 2020 model.

US-101 Managed Lanes PA&ED, San Mateo County, CA. Kittelson is working as a sub to AECOM and the San Mateo Transportation Authority and Caltrans on the US-101 Managed Lanes – North Corridor PA&ED, providing travel forecasting for the 101 corridor from I-380 to the San Francisco county line. The project requires use of the C/CAG-VTA Countywide model in CUBE to prepare forecasts for 2019, 2030 opening year and 2050 design year in support of the traffic operations. In addition, forecasts are extracted for VMT and CEQA analysis, and tolling and revenue generation tasks. Anusha has prepared all technical tasks including model validation, land use, preparation of toll/HOV and express lane forecasts and VMT.

Fresno West Specific Area Plan EIR; Fresno, CA. Anusha was the main analyst for this study. She performed an existing conditions analysis, travel demand modeling, and future conditions analysis. She performed traffic operations analysis using Vistro with the traffic counts collected at intersections in the field. She modified the Fresno activity-based model by updating network characteristics, centroid placement, and connections, and changing socio-economic input data for the future year for the Fresno West Specific area. Anusha calculated the dwelling units and employment based on the specific plan of the West area in Fresno for future year and used that information in the model to obtain future traffic volumes for future conditions analysis.

Bay Area Toll Authority (BATA) SR 37 Safety Analysis for Alternative Cross-Sections and Alignments; Sonoma County, CA. As part of broader PA&ED project development activities, Kittelson conducted safety analysis and crash prediction calculations for the cross-section and alignment alternatives being considered for SR 37. This work included evaluating the anticipated safety performance of changes such as part-time shoulder running, reversible lane with movable median barrier, adjustments to horizontal alignment, and use of different pavement markings, geometric features, illumination, traffic control devices, and specific intersection lane configurations to reduce the risk of crashes. The work applied the Highway Safety Manual, 1st Edition, FHWA CMF Clearinghouse, and industry best practices. The approach and results were documented in a technical memorandum and used to inform advancement of the design alternatives. Anusha provided technical expertise for the safety analysis, assessing different alternatives' safety effects that were employed.

Colma Systemic Safety Analysis Report; Colma, CA. Anusha provided safety analysis as part of Kittelson's work to evaluate nine high-risk arterial corridors and constituent intersections for risk factors and priority for potential safety improvements in the Town of Colma. The evaluation was completed to assess crash frequency, severity, and portions of crash types using Highway Safety Manual safety performance measures. In addition, the evaluation included a systemic safety risk factor analysis; identifying factors that may be influencing crashes; and in-person and online outreach. Based on the evaluation activities, Kittelson developed priority projects and Highway Safety Improvement Program (HSIP) grant-ready scope and concepts designs for the highest-priority projects.

Santa Clara VTA 2017 and 2019 Congestion Management Program; Santa Clara County, CA. Anusha served as the main analyst (for the 2017 CMP) and deputy project manager (for the 2019 CMP) for this study. She performed freeway level of service evaluations using INRIX data, identified trends in travel speeds, and assessed freeway system congestion trends in Santa Clara County.



Submitted by:

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