



Planning for Success.

January 3, 2022 (revised 1/25/2024)

City of Carmel-by-the-Sea
Marnie R. Waffle, AICP, Community Development Director
P.O. Box CC
Carmel-by-the-Sea, CA 93921

Re: Letter of Transmittal
Proposal for City of Carmel-by-the-Sea Housing Element (2024-2031)

Dear Mrs. Waffle:

Thank you for allowing EMC Planning Group the opportunity to respond to the City of Carmel-by-the-Sea Housing Element 2024-2031 Request for Proposal. Attached is one electronic copy of our proposal for your review.

The Project Manager for this policy update will be Ande Flower, AICP. Please let him know if you have any questions. You can reach him at flower@emcplanning.com or on his cell at 206.697.6009. We look forward to the opportunity to work with you on this project.

Sincerely,

Michael Groves, AICP
Senior Principal

EMC PLANNING GROUP INC.
A LAND USE PLANNING & DESIGN FIRM

601 Abrego Street, Monterey, CA 93940 Tel 831-649-1799 Fax 831-649-8399
www.emcplanning.com

Proposal

City of Carmel-by-the-Sea Housing Element Update (2024-2031)

January 3, 2023
Revised 01/24/2023



Prepared by
EMC Planning Group

PROPOSAL

CITY OF CARMEL-BY-THE-SEA HOUSING ELEMENT UPDATE (2024-2031)

PREPARED FOR

Marnie R. Waffle, AICP, Principal Planner

City of Carmel-by-the-Sea

P.O. Box CC

Carmel-by-the-Sea, CA 93921

Tel 831.620.2000

PREPARED BY

EMC Planning Group Inc.

601 Abrego Street

Monterey, CA 93940

Tel 831.649.1799

Fax 831.649.8399

Ande Flower, AICP, Principal Planner

flower@emcplanning.com

www.emcplanning.com

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1.0 Executive Summary

EMC Planning Group team is pleased to submit this proposal for the City of Carmel-by-the-Sea (“City”) Housing Element Update (2023-2031), along with consistency updates to the City’s Safety Element. We understand the challenge posed by the draft 6th cycle regional housing needs allocation (RHNA) equaling 349 units for the City of Carmel-by-the-Sea. We have tailored a work program and approach that welcomes solution-oriented community involvement. We have assembled a team of consultants whose expertise dovetail to provide a full scope of services, including updates to the housing element, the safety element, and full CEQA environmental review responsive to the subsequent project. Our team has demonstrated competence in working successfully with residents and other members of the public in formulating goals and building consensus.

EMC Planning Group, located in Monterey, California, is celebrating 44 years in business, providing land use, planning, and environmental consulting services to public agencies throughout California. The firm has prepared housing elements for jurisdictions in various parts of California, including several recently completed and certified elements, as well as on-going preparation of 6th Cycle Housing Element updates with the Town of Los Gatos and the Cities of Larkspur, Monte Sereno, Belvedere, and Sand City. Carmel-by-the-Sea presents unique challenges and surprising opportunities to meet state requirements for affirmatively furthering fair housing. Through learning from community leaders, our process will encourage a vision for Carmel-by-the-Sea’s future that is in keeping with the character and spirit of the community.

Over the course of 44 years, EMC Planning Group has gained rich experience in a broad range of planning and development disciplines. Our firm translates that experience into concrete, focused results in a time and cost-effective manner. EMC Planning Group’s receipt of numerous awards and national recognition is one indicator that our clients and peers acknowledge our expertise.

EMC Planning Group’s success and longevity are due in large part to the diversity, talents, and creativity of its team members. Our land use planners, environmental planners, housing planners, biologists, archaeologists, noise and air quality specialists, and land use designers are skilled professionals with the ability to deliver practical yet innovative solutions to land use planning, development design, environmental review, and regulatory compliance challenges.

The services presented below are representative of those EMC Planning Group delivers to its extensive public and private sector clients:

Advanced/General Planning: general plans, specific plans, local coastal programs, zoning codes, housing elements, sphere-of-influence studies, area plans, and vibrancy plans;

- As a result of the of the high level of demand in California for preparation of 6th Cycle Housing Elements, EMC Planning Group has put together a specific internal EMC Housing Team; and
- We have hired and are still hiring professionals with housing experience to meet the needs of agencies we work with.

Public Outreach: develop and implement public outreach programs;

Procedural Planning: contract planning staff services including development review process management, permit processing, policy and regulatory analyses, application preparation and completeness review, land use plan/specific plan preparation, zoning regulation preparation/review, preparation of project consideration packages (staff report, resolutions and ordinances, findings, etc.), environmental documentation preparation, public noticing, preparation of specialized technical documentation, coordinate and manage technical consultants, prepare and monitor project schedules and budgets, public outreach/participation, etc.;

Land Use Planning: development site selection and evaluation, site planning and design, master planning, permit processing, entitlement process coordination and management, local agency formation commission application processing, and project representation;

CEQA and NEPA Compliance Services: initial studies, environmental assessments, environmental impact reports, environmental impact statements, noticing, and findings;

EMC Planning Group is well suited to assist with the City of Carmel-by-the-Sea's planning needs because of its extensive experience in handling the more stringent demands of the 6th Cycle Housing Element update process and because of its long history of working in Monterey County and Carmel-by-the-Sea. We look forward to working with the City of Carmel-by-the-Sea to achieve HCD certification for the 6th Cycle Housing Element update.

2.0 EMC Planning Group Qualifications

2.1 Implementation Plan

EMC Planning Group proposes to commence work on the housing element immediately upon execution of a contract and would work to complete the scope of services by December 15 2023, which is the statutory deadline for completing the update. This tight timeline necessitates a process for rapid City review and collaboration. There are no City approval requirements prior to the initial draft submittal to HCD. We will work closely with staff to strategize the most effective, efficient, and supported method of production to enable submittal of the preliminary draft to HCD by June, 2023. HCD requires a 90-day review period with the preliminary draft, preceded with a 30-day public comment period according to AB 215. HCD's revision requests from that draft will guide any subsequent drafts. If made available, we will work with HCD to learn of their approach during a mid-cycle review meeting. Our goal is to not need HCD reviews subsequent to their first review.

In order to create enough time in the schedule for the possibility of a full EIR, the Sites Inventory will be the first decision point. Second, it is crucial to understand the effects and impact of prior Housing Element Cycles from City Staff in order to build on what works well in Carmel-by-the-Sea. Similarly, local knowledge to assist in understanding and to describe demographic shifts over time is essential to the narrative requirements of the 6th Housing Element cycle.

Our proposed implementation plan and estimated timeline to update the Housing and Safety Elements and obtain certification from HCD by December 15, 2023 heavily relies on cooperation and collaboration with City Staff in navigating decision-maker and public comments, concerns, and suggestions. The table below connects milestones with goal dates through the process of providing deliverables.

Within the following sections of this proposals, details support the overall implementation plan:

- Section 3.0 – Proposed staffing for the project, including the number of staff assigned, major roles of staff, and qualifications of the proposer's team members
- Section 4.0 – Scope of work, including the project schedule and details for each individual Task.
- Section 5.0 – Details for each of the Deliverables.

The proposed Implementation Plan follows:

Milestone	Implementation & Deliverables	Goal Date
Outreach Plan	Determine with staff the best process to enable support for a preliminary draft for HCD 90-day review according to AB 215.	February 2023
Sites Inventory	Present site options to the public and decision-makers for a CEQA path determination to be made in time for an EIR.	March 2023
Review of 5 th Cycle Housing Element	Work with staff to review existing policies and programs as a foundation for the 6 th Cycle draft update.	April 2023
Policy Recommendations	Present policy options to the public based on housing needs and public comments received.	May 2023
Draft Housing Element to HCD	Incorporate City-specific needs and researched best-practices for a preliminary draft to be reviewed by HCD.	June 2023
Revised Draft Housing Element to HCD	Prepare a revised draft Housing Element combined with all General Plan updates for a second HCD review.	Fall 2023 (final adoption Dec. 15, 2023)
CEQA Completion	Complete EIR, IS/MND, or Categorical Exemption for Public Hearings.	Fall 2023 (final adoption Dec. 15, 2023)
Public Hearings	Prepare a final revised draft Housing Element combined with all General Plan updates for Public Hearings and Final Adoption following a ready-to-certify letter from HCD for Certification.	Fall 2023 (final adoption Dec. 15, 2023)

2.2 Client References

EMC Planning Group is currently working on 6th Cycle Housing Elements that are on an earlier timeline than Carmel-by-the-Sea. Housing Element experience within the Association of Bay Area Governments’ jurisdictions include the following:

Los Gatos

A HEAB-approved (Housing Element Advisory Board) draft Housing Element update was submitted to HCD on October 14, 2023. A revised draft will be brought to Council on January 30, 2023 for adoption. This Housing Element update has coincided with the Town’s General Plan update, led by a different consultant. EMC Planning Group has kept the public aware of each step in the process via this dedicated website: <https://engagelosgatoshousing.com/>

Los Gatos contact:

Erin Walters, Associate Planner

Town of Los Gatos

110 East Main Street

Los Gatos, CA 95030

Phone: 408.354.6867

ewalters@losgatosca.gov

Monte Sereno

A draft Housing Element was submitted to HCD on October 11, 2023. A revised draft will be brought to Council on January 17, 2023 for adoption. Decision-makers have led a grass-roots campaign to promote secondary unit production through the next eight years. EMC Planning Group has kept the public aware of each step in the process via this dedicated website:

<https://AtHomeinMonteSereno.com/>

Monte Sereno contact:

Diana Perkins, City Planner
City of Monte Sereno
18041 Saratoga-Los Gatos Road
Monte Sereno, CA 95030

Phone: 408.498.5283

Email: diana@cityofmontesereno.org

Larkspur

A Steering Committee reviewed draft Housing Element will be submitted to HCD before January 31, 2023. This Housing Element update has coincided with the Town's General Plan update led by a different consultant. Timing necessary for Land Use, Safety, and CEQA coordination has enabled a more comprehensive approach to Objective Development and Design Standards to coincide with Housing Element update adoption. EMC Planning Group has kept the public aware of each step in the process via this dedicated website: <https://LivinginLarkspur.com/>

Larkspur contact:

Elise Semonian, Community Development Director
City of Larkspur
400 Magnolia Avenue
Larkspur, CA 94939

Phone: 415.927.6713

Email: esemonian@cityoflarkspur.org

Belvedere

An unanimously recommended Planning Commission draft Housing Element update will be presented to City Council on January 9, 2023 for an HCD draft to be submitted prior to January 31, 2023. A feasible Sites Inventory for this City proved especially challenging to determine, given the multiple environmental hazards, cost of land, and community resistance to up-zoning. EMC

Planning Group has kept the public aware of each step in the process via this dedicated website:
<https://blueprintforBelvedere.com/>

Belvedere contact:

Irene Borba, Director of Planning & Building

City of Belvedere

450 San Rafael Avenue

Belvedere, CA 94920

Phone: 415.435.3838

Email: iborba@cityofbelvedere.org

Sand City

Sand City Council has recently approved a contract for EMC Planning Group to move forward with producing the 6th Cycle Housing Element Update. Our Kick-off meeting is scheduled for later this month.

Sand City contact:

Charles Pooler, City Planner

City of Sand City

1 Pendergrass Way

Sand City, CA 93955

Phone: 831.394.6700

Email: Chuck@SandCityCA.org

2.3 Past Housing Element Projects

Below is a brief list of past projects EMC Planning Group has completed that are related to this proposal. This list includes relevant projects completed by Martin Carver, now a Principal at EMC Planning Group, prior to joining the EMC Planning Group team.

Cupertino

A full administrative draft Housing Element update was submitted in October, 2022, inclusive of a Council-approved Site Inventory and robust AFFH-focused outreach reports that tied recommended policies to the researched housing needs within the region. EMC Planning Group worked closely with staff to build decision-maker trust through a politically challenging environment housing capacity discussion. EMC Planning Group kept the public aware of each step in the process via this dedicated website: [https://engagecupertino.org/community-outreach-efforts?next=/admin/sites/editors/hub-page/\[hubPermalink\]/live-preview](https://engagecupertino.org/community-outreach-efforts?next=/admin/sites/editors/hub-page/[hubPermalink]/live-preview)

Cupertino contact:

Luke Connolly, Senior Planner

City of Belvedere

450 San Rafael Avenue

Belvedere, CA 94920

Phone: 408.777.1275

Email: LukeC@cupertino.org

San Juan Bautista 5th Cycle Housing Elements and Implementing Ordinances

The City of San Juan Bautista had not adopted its 5th Cycle housing element, and the City was required to adopt two consecutive four-year housing elements to return to the standard eight-year cycle. EMC Planning Group worked with the State Department of Housing and Community Development (HCD) to facilitate the adoption of an initial four-year housing element in September 2019 and a second four-year housing element prior to the December 2019 deadline. Both housing elements were certified by HCD after City Council adoption. EMC Planning Group accomplished completion of both housing elements, including several implementing ordinances, in the span of eleven months, and the City is now in compliance with State housing law and eligible for grants that are tied to that compliance.

EMC Planning Group prepared the 2015-2019 and 2019-2023 housing elements in compliance with all of the statutory requirements for housing elements, including public participation and adequate environmental review. The update process consisted of two well-attended community outreach meetings; ongoing consultation with HCD, obtaining data from appropriate sources; mapping and quantifying appropriate housing sites; and establishing policies and programs and quantified objectives to guide the City's housing development. The housing element updates accommodated the Regional Housing Needs Allocation established by the San Benito Council of Governments in the context of the general plan land use designations. EMC Planning Group also prepared all of the staff reports, resolutions, ordinances, and CEQA documentation associated with the housing elements. In order to receive state certification for the second four-year housing element, the City needed to adopt four ordinances to implement programs from the first four-year housing element, and EMC Planning Group prepared that set of ordinances for adoption by the City.

San Juan Bautista Contact:

Brian Foucht, AICP, Assistant City Manager/Community Development Director

Phone: 831.623.4661

Email: acm-cddirector@san-juan-bautista.ca.us

Don Reynolds, City Manager
Phone: 831.623.4661
Email: citymanager@san-juan-bautista.ca.us

City of Newman 3rd, 4th, and 5th Cycle Housing Elements

Mr. Carver prepared housing element updates for the City of Newman in 2003, 2008, and 2015, and in each case the plan gained certification from the California Department of Housing and Community Development.

Newman contact:

Michael Holland, City Manager
City of Newman
938 Fresno Street
Newman, CA 95360
Phone: 209.862.3725

City of Gustine 5th Cycle Housing Elements

Mr. Carver prepared two 5th cycle housing element updates for the City of Newman in the period 2017 through early 2020 (the City was on a four-year cycle due to lateness of the 2015 plan). In each case, the plan gained certification from the California Department of Housing and Community Development.

Gustine contact:

Doug Dunford, City Manager
City of Gustine
352 5th Street
Gustine, CA 95322
Phone: 209.854.6471

Doug has since left the City of Gustine, but City staff should be able to answer any questions about the work completed by Mr. Carver

City of Atwater 5th Cycle Housing Element

EMC Planning Group assumed responsibility for the Atwater Housing Element about a year ahead of the deadline for the fourth cycle housing element. Our firm worked with the State Housing and Community Development Department to understand the City's options, and elected to skip the fourth cycle housing element and go directly to the fifth cycle. Although there were shortfalls to carry forward, due to decreased Regional Housing Needs Assessment numbers, this option was advantageous to the City. The update included a significant effort to catalogue all of the vacant and underutilized sites, and recommended a re-zone of commercial land to high density housing to achieve the very low-income target. The Atwater Housing Element was recently certified by the State Housing and Community Development Department.

Atwater contact:

Scott McBride, Community Development Director
City of Atwater
750 Bellevue Rd
Atwater, CA, 95301
Phone: 209.357.6310

Sand City's 5th Cycle Housing Element

EMC Planning Group prepared Sand City's 5th Cycle Housing Element. The update included review and revision of the city's housing goals, objectives, policies, and programs. The largely commercial and industrial City has only about 100 existing housing units but re-zoned a portion of the City to mixed use in 2002, and has been slowly increasing its housing supply. The State Housing and Community Development Department has certified the Sand City Housing Element.

Sand City Contact:

Charles Pooler, City Planner
City of Sand City
1 Pendergrass Way
Sand City, CA 93955
Phone: 831.394.6700
Email: Chuck@SandCityCA.org

2.4 Carmel-by-the-Sea Work History

EMC Planning Group has developed a longstanding relationship with the City of Carmel-by-the-Sea and enjoys working with City staff to promote sustainable and inclusive growth. The following is a list of past and ongoing projects EMC Planning Group has engaged in with the City.

City of Carmel-by-the-Sea Local Coastal Plan and Mitigated Declaration (2000 – 2003)

EMC Planning Group, as a team member of the City Planning Staff, prepared the City's Local Coastal Program (LCP), consisting of the Land Use Plan and the Implementation Plan. The Land Use Plan involved policy development regarding land use, aesthetics, recreational uses, transportation, biotic resources, coastal protection, and public services. The Implementation Plan involved setting zoning criteria and other implementing procedures for the City.

City of Carmel-by-the-Sea Staff Support (2017)

Stuart Poulter, MRCP provided staff assistance to the City of Carmel-by-the-Sea at City Hall three days per week. Tasks included staffing the Planning Department front counter; responding to

inquiries from the public and other agencies about the City General Plan, Municipal Code, Historic Context Statement, and related planning issues; processing business licenses; maintaining electronic and hard copy files; review and comment on design study and design review applications for residential and commercial sites; research and evaluate properties for historicity and eligibility for inclusion on Carmel's Inventory of Historic Resources; conduct preliminary site assessments of properties prior to submittal of design study applications; conduct final plan check site visits; prepare staff reports; oversee preparation of require noticing and mailings to applicants; attend planning commission, historic resource board, and city council meetings and make presentations.

Coastal Engineering and Adaption Planning, City of Carmel-by-the-Sea (2022, on-going)

The project is a coastal engineering and hazard assessment for sea level rise and climate adaptation planning. The Scope of Services for this Agreement is the first phase of a multi-phase adaptation planning project. This first phase of the project focuses on coastal engineering and hazard assessment. Future Phases will include hazards policy review and revisions, outreach, and adaptation pathway development for LCP policy update.

2.5 Public Outreach Experience

EMC Planning Group has extensive experience in facilitation of public engagement and participation for various types of projects. Currently EMC Planning Group is working on five (5) housing element updates for various cities within the Bay Area and Monterey Bay Area. On nearly all past Housing Element updates, EMC Planning Group has utilized in person workshops and Stakeholder meetings to garner the necessary public outreach and input to adequately complete the housing element updates. With the unfortunate arrival of COVID-19, EMC Planning Group has developed and mastered alternative means to facilitate the same amount or more public input, we have currently been using virtual meeting places such as *Engagement HQ* to assist the public in participating in the outreach for the various updates. EMC Planning Group is well versed in how to conduct both in person, and virtual public outreach; allowing us to give the public multiple ways to participate, throughout the policy update process.

Consultant Personnel Experience

3.1 EMC Planning Group Staff

Ande Flower, AICP, MUP, Principal Planner, Project Manager

Mr. Ande Flower will be the project manager and primary contact for the City of Carmel-by-the-Sea housing element update. Ande joined EMC Planning Group in 2021 and has been working in the planning field since 2005. His professional experience includes project management in the municipal sector and is a leading expert in the preparation of housing elements. Ande is skilled in the analysis of complex development requests, ordinance updates, and the delivery of compelling presentations to Commissions, City Council, agencies, the business community, and residents.

Mr. Flower is an integral part of the internal EMC Housing Team, currently working with the Cities of Belvedere, Monte Sereno, Larkspur, Sand City, and the Town of Los Gatos to prepare their 6th Cycle Housing Element Updates.

Michael Groves, President, Senior Principal, Principal in Charge

Mr. Michael Groves founded EMC Planning Group nearly 45 years ago. His focus within the firm is on client representation for urban and regional planning projects; coastal planning efforts; conceptual design; real estate due diligence and site evaluation studies; land use planning and permitting efforts; and city, county, school district and special district planning and permitting. With his experience as a land use and policy planner, Mr. Groves has provided project management for over 750 planning projects, within more than 150 California cities, counties, and special districts.

Martin Carver, MRP, Principal

Mr. Carver is a highly skilled member of the EMC Planning Group staff. He will act in an advisory management role and be an active participant on our internal EMC Housing Team to assist with preparation of the document. Martin has years of experience in the planning field, most of which has been focused on plan making. Mr. Carver has prepared numerous housing element updates in his career, including most recently updates for the City of San Juan Bautista, the City of Gustine, and the City of Newman.

Teri Wissler Adam, Senior Principal

Ms. Wissler Adam joined the firm in 1991 and has been a principal since 2001. Her area of expertise is in California Environmental Quality Act (CEQA) and National Environmental Policy Act

(NEPA) compliance. Ms. Wissler Adam’s workload includes oversight of all CEQA-focused workload for the firm. Ms. Wissler Adam will provide high-level project oversight and lead on tasks associated with CEQA compliance. Most recently, Teri was the project manager and principal-in-charge for EIRs for the Town of Corte Madera Housing Element Update (6th Cycle) and the City of Mill Valley Housing Element Update (6th Cycle).

Kailon Thompson, MS, Associate Planner

Ms. Thompson joined the firm in July 2022 as an Associate Planner to provide support to the Housing Element team. Primary responsibilities include the preparation of complex and detailed written housing elements, general plan updates, and other related planning documents.

Zane Mortensen, MS, Associate Planner

Mr. Mortensen joined the firm in April 2022 to provide support in the preparation of environmental planning and land use documents for a variety of development projects such as residential sites, schools, subdivisions, specific plans, hospitals, and recreational facilities. Primary responsibilities involve conducting air quality and greenhouse gas emissions modeling and analysis, as well as the preparation of environmental review documentation in compliance with CEQA/NEPA regulatory standards.

Shoshana Lutz, Associate Planner

Ms. Lutz will assist with preparation of the zoning updates and any potential associated CEQA documentation. Ms. Lutz has been with the firm for nearly six years and assisted with the preparation of the housing element update for the City of San Juan Bautista. She was one of the primary authors for EIRs for the Town of Corte Madera Housing Element Update (6th Cycle) and the City of Mill Valley Housing Element Update (6th Cycle).

Kylie Pope, MSP, Assistant Planner

Ms. Pope joined the firm in August 2022 as an Assistant Planner to provide support to the Housing Element team. Primary responsibilities include the preparation of complex and detailed written housing elements, general plan updates, and other related planning documents.

3.2 Staff Resumes

Resumes for the team are presented in Attachment A.

3.3 Subconsultants

Subconsultants will be named at a later time if determined necessary for outreach effects or CEQA documentation.

4.0 Scope of Work

The Scope of Work for the Housing Element is presented on the following pages. The scope of work is preliminary, and EMC Planning Group is open to modification of the scope of work as necessary to meet the City’s needs.

Task	Timeframe
Task 1 Project Management	Ongoing through completion of project
Task 2 Community Outreach and Engagement	Winter 2023 through Fall 2023
Task 3 Housing Element Update – Admin Draft and Final Draft	Summer and Fall 2023
Task 4 Safety Element Update – Admin Draft and Final Draft	Summer and Fall 2023
Task 5 CEQA Documentation	Summer 2023
Task 6 Public Hearings, Final Adoption, and Certification	Fall 2023 (final adoption Dec. 15, 2023)
Task 7 General Plan Amendment	Fall 2023

Task 1 Project Management and Coordination

This task involves the development of a timeline/schedule, with milestones, that will lead to HCD certification of the housing element by December 31, 2023. This work will include scheduling for:

- Kickoff meeting with staff to refine the scope of services;
- Identification of major milestones, meetings, and work products;
- Up to five (5) Community-based meetings;
- Planning Commission and City Council study sessions (one (1) meeting each for a total of two (2) meetings);
- Five (5) public hearings (two (2) Planning Commission and three (3) City Council);
- Development of strategies to meet the City’s 6th Cycle RHNA and the housing element update;
- Response to HCD review comments and City staff review times; and
- Delivery of an administrative draft, public review draft and final draft housing element, including any subsequent updates to other general plan elements as required by State law.

This task also includes project management and covers communication and coordination between the EMC Planning Group team, City staff, regional collaborators, HCD. It includes meetings, phone

conferences, email exchanges, and other communications. The EMC Planning Group team will attend one (1) kickoff meeting with staff to discuss project goals, issues, availability of reference materials, work product expectations, communications protocols, public outreach program, and site inventory. The team will also meet with staff on days that coincide with community outreach and engagement. Finally, this task includes consultation with HCD, which is typically handled with regular phone calls to HCD staff. City staff is expected to be available for meetings with the EMC Planning Group team, to take regular coordination phone calls, and to provide City documents as needed.

Task 2 Community Outreach and Engagement

This task will consist of public outreach, where EMC Planning Group will first review any available information from EMC Planning Group records and the City on the public outreach efforts by the City during the 5th Cycle Housing Element. The outreach efforts will be meaningful, in that all segments of the community will be taken into account. Possible communities include, but are not limited to: the disabled, elderly, large families, farm workers, families with female heads of household, and families and persons in need of emergency shelter, including homeless persons.

EMC Planning Group will develop content and assist the City with outreach strategy for the City Staff to take leadership and implement appropriate community outreach for preparation of the Housing Element. This may include, but is not limited to, residential door to door survey or questionnaire, follow-up with residents, compiling results and providing a write-up to EMC Planning Group for use in preparation of the City's 6th Cycle Housing Element.

Using *Engagement HQ*, the EMC Team will work with City staff to design an interactive engagement plan that allows community members to engage on their own time with a website devoted to the Housing Element update process. Community workshops can span days and include customizable discussion forums, and through the digital platform, discussions can be made available in multiple languages and moderated to weed out any personal attacks, profanity, or off-topic comments. This platform will serve as the internet portal for information regarding the housing element update, key documents, and interactive activities to solicit input at various stages of the process.

The following are a sample of the tools available through the *Engagement HQ* platform:

- *Forums*. A safe and interactive space for Carmel-by-the-Sea community-members to discuss and debate pertinent issues. The site is moderated to assure safety.
- *Ideas*. These “virtual post-it notes” are a way for Carmel-by-the-Sea community-members to share what inspires them. EMC Planning Group staff can then assist in creating virtual stakeholder groups to help the community “grow” their ideas.
- *Places*. Gather feedback and photos directly on a map with a simple “pin” drop.

- *Stories.* Help your community better understand, empathize, and relate to others and to all that contributes to contemplating additional housing in the community.
- *Guestbook.* Simple, streamlined, and moderated space for Carmel-by-the-Sea community-members to upload comments.
- *Q&A.* Receive questions in a managed space that accommodates messages through the iterative brainstorming process.
- *Polls.* Ask a single question and get immediate insight with this quick and targeted tool.
- *Surveys.* Encourage Carmel-by-the-Sea community-members to voice their opinions in a convenient way that can also help us understand what areas of city need more encouragement to participate. Aggregate data can help the city understand generally who is participating with the outreach tools.

EMC Planning Group’s community engagement program will include the following key meetings/consultations:

- Branding & Participation Incentives
- Stakeholder Meetings
- Community Workshops
- Focus Groups
- Digital Communication. EMC Planning Group will develop an online engagement platform with content that includes information about the Housing Element/Housing needs, the Safety Element, environmental review (CEQA), tools and widgets to invite engagement, and an interactive scenario mapping exercise.

As part of this effort, EMC Planning Group will work with City staff to develop a list of organizations that will be contacted to participate in the update process. City staff will be responsible for identifying and/or confirming focus group members and providing EMC Planning Group with appropriate contact information.

EMC Planning Group will facilitate presentations of the Housing Element update planning process to the Planning Commission and City Council, Housing Ad Hoc Committee community meetings and stakeholder focus group meetings. These presentations include an initial meeting to inform and discuss the 6th Cycle Housing Element Update process, the Public Review Draft Housing Element, and Final Draft Housing Element.

Task 3 General Plan Housing Element Update

Administrative Draft Housing Element

Preparation of the Administrative Draft Housing Element will consist of sections based on the statutory requirements of Government Code section 65580-65583, including public outreach and participation. Those sections consist of:

Task 3.1 Housing and Special Housing Needs

Housing needs will be assessed based on the City's RHNA, and existing and projected housing needs for all income levels. In accordance with Government Code Section 65583(a)(1,2,7), EMC Planning Group will analyze special housing needs for the disabled, elderly, large families, farm workers, families with female heads of household, and families and persons in need of emergency shelter, including homeless persons in effort to affirmatively further fair housing. To preserve existing affordable housing, an update analysis of the potential loss of existing assisted housing developments during the next 10-year period (due to the expiration of subsidy contracts or use restrictions; or mortgage pre-payments) will be conducted. Each development will be listed by project name and address, the type of government assistance received, the earliest possible change from low-income use, the total number of elderly and non-elderly units that could be lost from the City's low-income housing stock in each year during the 10-year period.

Data from the pre-approved housing element data set for Monterey County and/or the City of Carmel-by-the-Sea will be used to the extent available. Additional updates to the background data included in the Housing Element will be made to match the timeframe in the pre-approved data set. Data to be included in the current Housing Element, but that is not included in the pre-approved data set or readily available will be requested from the City and may be eliminated from the update if it is deemed non-essential to obtaining certification from HCD. The update will incorporate the RHNA numbers designated for Carmel-by-the-Sea.

Included in this task will be the identification of current and past housing programs in the City based on data from the current Housing Element, AMBAG, the County, the City, and non-profit organizations; develop information on County housing programs; and to analyze programs and implementation record of the previous Housing Element. This task will also include an update to potential residential energy conservation opportunities; summarize types and proportions of fuels used for residential heating and a general characterization of neighborhood design, use of street trees, and other livable community design elements, and analysis of local policies affecting the use of alternative energy sources.

Task 3.2 Housing Constraints

EMC Planning Group will work to obtain permitting data from the City, including the date of permit issuance and sign-off, parcel number, associated demolition information, if applicable, and affordable housing restrictions, if applicable. Permit data will be requested from 2012 through 2021.

Any other “Growth Management” Restrictions or reports will be obtained from the City for the period of 2012 through 2021. Constraints to the maintenance, improvement, or development of housing will be identified to meet the City's housing needs. EMC Planning Group will carefully review the City's General Plan policies and standards, zoning requirements, and processes to identify potential constraints to housing development, including housing for lower income households and special needs groups. EMC Planning Group will review the City's processes to identify if modifications need to be made to address recent changes to State law, including recent laws related to accessory dwelling unit standards, low barrier navigation centers, supportive housing by right, and SB 35 streamlining requirements. The consultant will develop programs to reduce constraints, where appropriate and feasible. EMC Planning Group will reference HCD’s Accessory Dwelling Unit Handbook to document the number of actual and potential constraints, including:

- Land use controls;
- Local processing and permit procedures;
- Building codes and their enforcement;
- On and off-site improvement requirements;
- Fees and other exactions;
- Housing for persons with disabilities; and
- Analysis of locally adopted ordinances that directly impact the cost and supply of housing.

Pursuant to Government Code section 65583, subdivision (a)(6) EMC Planning Group will document any actual and potential nongovernmental constraints which include:

- Availability of financing;
- Price of land;
- Cost of construction;
- Requests to develop housing below identified densities in the sites inventory and analysis; and
- Typical timeframes between approval for a housing development project and application for building permits.

Task 3.3 Review of Existing Housing Element

This task will include the assessment of the 5th Cycle Housing Element, including a description of the actual results or outcomes of the previous elements goals, policies and programs. Assess effectiveness of programs with a focus on identifying beneficial modifications, including the preparation of a table to summarize the findings. EMC Planning Group will review housing goals and policies to prepare new and/or revised goals and policies for housing based on what has been learned from the results of the previous 5th Cycle Housing Element, consultation with City staff,

policy makers, and community members, stakeholder and workshop input. This information will be used to develop goals and policies to address adequate sites for new construction, affordable housing development incentives or programs, conservation of existing affordable housing, regulatory relief, rental and homeowner assistance, equal access, utility prioritization, shelters, energy conservation and sustainable community strategy. To the extent feasible, the existing policies and programs will be carried over from the current Housing Element.

This task will further evaluate and describe how past programs were effective in addressing the housing needs of the special populations and any failures to implement rezonings required due to a lack of adequate sites to meet the 5th Cycle Planning Period RHNA for lower income households. This evaluation will be incorporated into the discussion of the effectiveness of the previous housing element.

Task 3.4 Sites Inventory

EMC Planning Group will also review existing Housing Element sites inventory and preliminarily confirm the status via online aerial mapping and site reconnaissance to determine development status of potential housing sites. A summary of land determined to be suitable for residential development would be compiled, which would include sites that are currently vacant or have potential for redevelopment. This determination would be made based on the inventory data to be provided by the City, the General Plan Land Use Map, and field reconnaissance information. To complete this task EMC Planning Group will use the site inventory form provided by HCD. Analysis of the data collected will consist of monitoring RHNA progress, documenting environmental constraints, identifying the appropriate density for vacant lots to accommodate for low-income households, identifying capacity of each vacant parcel, any new infrastructure that may be needed, as well as differentiate between small and large sites. This analysis will also include identification of sites for affirmatively further fair housing, and a non-vacant sites analysis.

Beyond confirming potential housing sites, EMC Planning Group will look at alternative methods to accommodate the RHNA. Alternative methods could include incentives for building Accessory Dwelling Units, rehabilitation of existing residential units, conversion of motel/hotel units, reuse of commercial spaces for housing, use of SB-9 to create additional lots, etc.

As a part of the inventory of housing sites, EMC Planning Group will consider the constraints, consistency with the General Plan, availability of water and sewer services, energy savings opportunities, fire hazards, and other constraints or policy direction of the General Plan triggered by the adoption of a new housing element. Additionally, updated maps will be prepared, as needed, to be incorporated in the updated Housing Element.

Task 3.5 Coordination with HCD

Once the initial draft Housing Element has been submitted for HCD review, EMC Planning Group will facilitate a minimum of two (2) meetings with HCD. These meetings are typically conducted at the 45- and 90-day mark during the review process.

Task 3.6 Goals, Policies, Programs and Quantified Objectives

EMC Planning Group will reference the “Housing Element Sites Inventory Guidebook” to complete a Schedule of Action pursuant to Government Code 65583, subdivisions (c)(1-7), and (10). During this task EMC Planning Group will develop a consolidated set of quantified objectives based on the City’s RHNA and consultation with City staff, policy makers and community members; and develop objectives that account for units produced since adoption of the RHNA, future housing units through housing programs and future private market housing units. EMC Planning Group will present goals, objectives, policies, and implementation measures to address identified housing needs and constraints, consistent with the requirements of GC Section 65583(b, c). This will carry forward successful goals, policies, and measures identified in the adopted 5th Cycle Housing Element and will provide focused updates where necessary to address the requirements of State law. This task includes ensuring updated policies and program are consistent with other element of the General Plan. The implementation plan will identify housing policies and programs, based on public and stakeholder input, City guidance, and the needs identified in the ‘needs and constraints’ analysis.

Task 3.7 Rezoning

Based on the site analyses, EMC Planning Group will work with City staff to identify potential areas for rezoning, if necessary. This will include consideration of the State requirements for maintaining an adequate housing sites inventory throughout the eight-year planning period. EMC Planning Group will coordinate with the City’s Planning Director in his efforts to prepare ordinances to re-zone land, if necessary, to High Density Residential, to accommodate the city’s RHNA requirements for low- and very low-income housing; as well as the preparation of an ordinance to allow emergency housing in at least one of the City’s existing zones.

Task 3.8 Maps

EMC Planning Group will prepare maps, as needed, to be incorporated in the updated Housing Element and related documents to ensure consistency.

Task 3.9 Draft Housing Element

This task involves preparation of the Housing Element document, which includes collating materials developed in the previous tasks, plus:

- Updating housing, population, demographic, and employment data to coincide with recent AMBAG growth projections and Census data;

- Undertaking an analysis that affirmatively furthers fair housing, in compliance with Assembly Bill 686;
- Updating housing goals and policies to address compliance with State law and effectively responds to the housing needs, constraints, and key priorities identified through data gathering and analysis and the public participation process; and
- Preparing an implementation program, including quantified objectives, to address housing needs for all income levels, seniors, veterans, populations with disabilities, or special needs, and those experiencing homelessness.

EMC Planning Group will prepare and submit an administrative draft housing element for City staff review. City Staff will provide a comprehensive set of recommended changes. Once edits are complete, the team will then prepare a public review draft housing element that is made available to the public and presented to the Planning Commission and City Council. EMC Planning Group will prepare PowerPoint presentations and attend meetings/hearings. Based on the Planning Commission and City Council input, the team will then prepare a HCD review draft and submit it to HCD for the mandated review.

This task involves working closely with HCD and City Staff to respond to comments and produce a final draft housing element for final adoption. EMC Planning Group will prepare PowerPoint presentations and present the final draft document at public hearings before the Planning Commission and before the City Council (three (3) hearings total). The team will then prepare the final adopted housing element, including any changes from the public hearings, and submit it to HCD for final certification. It will also distribute the document to the applicable water/sewer district and the California Office of Planning and Research.

Task 4 General Plan Safety Element Update

This task involves preparing Safety Element updates/revisions needed to ensure consistency with recent State legislature and the Housing Element, including text, tables, maps, etc. This also includes update of the Safety Element as required by SB 379 (but does not include any update to the Local Hazard Mitigation Plan).

Task 4.1 Review of the Existing Safety Element

This task will include the assessment of the existing Safety Element to determine compliance with State Law. EMC Planning Group will review safety goals and policies to prepare new and/or revised goals and policies for safety based on recent legislation and consultation with City staff, public safety agencies, policy makers, and community members, stakeholder and workshop input. To the extent feasible, the existing policies and programs will be carried over from the current Safety Element.

Task 4.2 Meet with Public Safety Agencies

EMC Planning Group will facilitate meetings with appropriate public safety agencies throughout the planning process to ensure the updated Safety Element complies with local requirements and recommendations.

Task 4.3 Provide Recommendations

This task will include the preparation of a memo outlining necessary revisions to the Safety Element to comply with State Law. Such revisions may include corrections to text, maps, and/or figures in the Safety Element.

Task 4.4 Maps

EMC Planning Group will prepare maps, as needed, to be incorporated in the Safety Element and related materials.

Task 4.5 Safety Element Drafts

This task involves preparing Safety Element updates/revisions needed to ensure compliance with State Law and consistency with the housing element, including text, tables, maps, etc. This also includes update of the safety element as required by SB 379 (but does not include any update to the Local Hazard Mitigation Plan).

Task 5 (Optional) Environmental Analysis (CEQA Documentation)

This task will include a draft California Environmental Quality Act (CEQA) checklist initial study assessing any new or substantially revised policies or programs in the Housing Element update. EMC Planning Group will revise the initial study per City comments. Once City comments are addressed, EMC Planning Group will consult with City staff regarding the appropriate CEQA document, which may be one of the following: 1) an exemption; 2) an addendum to the certified General Plan EIR; 3) an initial study/mitigated negative declaration, or 4) an EIR. The budget in this proposal assumes an initial study and mitigated negative declaration, and would also be sufficient for an exemption or an addendum. If it is deemed an EIR is necessary then a budget amendment would be needed to complete the EIR.

Task 6 Public Hearings, Final Adoption, and Certification

This task will include EMC Planning Group preparing a draft staff report for two (2) Planning Commission meetings and three (3) City Council meetings, including a resolution for certifying the Housing Element document and adoption of the Housing Element. The resolution will include the CEQA and project findings to support the approval. EMC Planning Group recommends implementing zoning amendments be considered at the same meeting, as necessary, for compliance with low-income housing and emergency shelter site needs. EMC Planning Group can incorporate these in the staff report prepared for the City Council hearing, however, the Scope of Work assumes the City Planning Director will finalize zoning ordinances that were prepared in Task 3.7 by the

Planning Director or EMC Planning Group (if budget is available) for presentation to the City Council. EMC Planning Group will attend three (3) City Council and two (2) Planning Commission hearings to present the Housing and Safety Elements, highlighting the modifications from the prior Elements and answer questions regarding the 6th Cycle Housing Element Update and Safety Element Update. The City Council must approve the Housing Element as early as possible, given HCD review timelines. EMC Planning Group will then prepare the Final Draft Housing Element per directions for revisions, if any, from the City Council. One (1) electronic copy of the Final Draft Housing Element will be submitted with as copy of the City's signed adoption resolution to HCD for certification. Also, to be provided to HCD at this time are the zoning ordinances for low-income housing sites and emergency shelter sites, along with a cover letter to be provided to the City for printing on City letterhead. HCD advises that the City should anticipate 90 days for completion of this review and certification of the Housing Element. The cover letter will request expedited review. If further changes are requested, EMC Planning Group will revise the Final Draft Housing Element (Housing Element of the 6th Cycle) and re-submit to HCD. The scope of work does not include other than very minor adjustments to the Housing Element for this task. Following certification by HCD, prepare a Certified Housing Element that includes a copy of the City adoption and evidence of HCD certification. Provide eight (8) hard copies and one (1) electronic copy of the Certified Housing Element in English to the City.

Task 7 – General Plan Amendment

This task will include identifying content in the City's existing General Plan that may need to be amended to ensure consistency with the Housing and Safety Elements, and to comply with State law. Such amendments may include revisions to text, tables, figures, maps, etc.

5.0 Deliverables

The following is a list of deliverables that EMC Planning Group is committed to providing through the course of its work program.

Deliverables to Include Work for Both the Housing and Safety Element Update

1. Workplan – The EMC Planning Group team will develop a workplan with goals and timeframes.
2. Public Outreach & Education – The EMC Planning Group team will work with City staff to develop a public engagement plan that includes project roles, outreach activities, target audiences, and schedule. EMC Planning Group will produce a draft and final public engagement plan in word. Particular emphasis will be given to support participation of residents & others who do not typically attend public meetings and become involved in City issues.
3. Meeting Attendance – The EMC Planning Group team will work with City staff to identify the appropriate number of meetings, educational workshops with community groups, and Planning Commission & City Council workshops & public hearings.
4. Status Reports – The EMC Planning Group team will prepare monthly status reports for submittal to the staff & Planning Commission.
5. Preparation of any background technical reports. The EMC Planning Group team will identify whether technical background reports will be prepared in-house or by subcontractors. The majority of technical reports required for CEQA analysis will be prepared in-house, with the exception of transportation analysis, which will be provided by subconsultant Hexagon Transportation Inc.
6. Preparation of Notices & Staff Reports – The EMC Planning Group team will prepare all notices for workshops & public hearings; staff reports for hearings, and resolutions & ordinances as required. The Planning Department staff and/or City Attorney shall review all material prior to distribution and provide direction on local practice and City process.
7. Environmental Review – Completion of all CEQA analysis will be provided by The EMC Planning Group team, including the discussion of all issue areas, evaluation of environmental impacts, identification of potential mitigation measures, analysis of appropriate project alternatives, statement of facts & findings, and Statement of Overriding Considerations, if required.

Deliverables Specific to the Housing Element Update

8. Review of Current Housing Element – The EMC Planning Group team will conduct a workshop with the Planning Commission and City Council to discuss the current Housing Element, shall identify possible inconsistencies with State Law, and shall receive policy direction.
9. Draft Housing Element – The EMC Planning Group team will work with City staff, the City Council and the Planning Commission in drafting the update to the Housing Element. Clear concise graphics, charts, and maps are necessary to communicate the policy concepts to the Community. The EMC Planning Group team will develop a program to encourage public review of draft Housing Element & Environmental/CEQA analysis. Provide one (1) electronic copy and eight (8) hard copies.
10. Public Review Draft Housing Element – Based on City staff comments, the EMC Planning Group team will prepare a Public Review Draft Housing Element. Additionally, the EMC Planning Group team will develop a program to encourage public review of draft Housing Element & Environmental/CEQA analysis. Provide one (1) electronic copy and eight (8) hard copies.
11. Preparation of the Final Housing Element – The EMC Planning Group team will make all necessary revisions to the Housing Element Update document as a result of public comments during the public review process.
12. Adoption of Housing Element – The EMC Planning Group team will present the Housing Element Update to the Planning Commission at up to two (2) public hearings. Additional hearings may be provided according to costs for time, materials, and travel. Following the hearing(s), the consultant shall make any necessary change to the document in anticipation of presentation to the Council. EMC Planning Group shall present the Final Draft of the Housing Element Update to the Council, having incorporated the public comments received at the Planning Commission. City Council presentations beyond three (3) will be billed for costs of time, materials, and travel expense.
13. Format of the Final Housing Element – The EMC Planning Group team will prepare a final, camera-ready copy of the Housing Element text, a copy of the same on a disk in a Word version format. Final Plan text, maps, and illustrations shall be submitted in an electronic format (Adobe pdf).

Deliverables Specific to the Safety Element Update

14. Review of Current Safety Element– The EMC Planning Group team will conduct a workshop with the Planning Commission, City Council to discuss the current Safety Element, shall identify possible inconsistencies with State Law, and shall receive policy direction.
15. Draft Safety Element – The EMC Planning Group team will work with City staff, the City Council and the Planning Commission in drafting the update to the Safety Element. Clear concise graphics, charts, and maps are necessary to communicate the policy concepts to the Community. The EMC Planning Group team will develop a program to encourage public review of draft Safety Element & Environmental/CEQA analysis.

16. Public Review Draft Safety Element – Based on City staff comments, the EMC Planning Group team will prepare a Public Review Draft Safety Element. Additionally, the EMC Planning Group team will develop a program to encourage public review of draft Safety Element & Environmental/CEQA analysis. Provide one (1) electronic copy and eight (8) hard copies.
17. Preparation of the Final Safety Element – The EMC Planning Group team shall make all necessary revisions to the Safety Element document as a result of public comments during the public review process.
18. Adoption of Safety Element – The EMC Planning Group team will present the Safety Element Update to the Planning Commission at up to two (2) public hearings. Additional hearings may be provided according to costs for time, materials, and travel. Following the hearing(s), the consultant shall make any necessary change to the document in anticipation of presentation to the Council. The consultant shall present the Final Draft of the Safety Element Update to the Council, having incorporated the public comments received at the Planning Commission. City Council presentations beyond three (3) will be billed for costs of time, materials, and travel expense.
19. Format of the Final Safety Element – The EMC Planning Group team will prepare a final, camera-ready copy of the Safety Element text, a copy of the same on a disk in a Word version format. Final Plan text, maps, and illustrations shall be submitted in an electronic format (Adobe pdf).

6.0 Budget and Fee Schedule

6.1 Budget

The proposed itemized budget for the City of Carmel-by-the-Sea 6th Cycle Housing Element Update is presented on the following page. The cost of the project is \$200,150 plus \$5,995 for additional costs (such as printing, production, and travel), and a contingency of \$33,000, for a total cost of \$239, 145. This cost does not include the Optional CEQA task (see section 3 for details).

6.2 Fee Schedule

Following the budget is a copy of the 2023 Fee Schedule for EMC Planning Group. This Fee Schedule outlines costs based on the position of the team member working on each task for the preparation of the City's 6th Cycle Housing Element, and includes additional costs such as digital outreach, travel, and production/deliverables. Additionally, an estimate of subconsultant fees is included, but are subject to the determination of need.

6.3 Optional CEQA Budget

The budget needed for CEQA Documentation will be dependent on the strategy for the Sites Inventory. A determination of a strategy for sites must be the initial decision made by the City to enable enough time for the possibility of a full Environmental Impact Report (EIR). The draft budget includes enough hours to complete an initial study and mitigated negative declaration. If an exemption is possible, then the cost for Task 5 would reflect such savings for the City.

- Categorical Exemption would cost up to \$10,000.
- Initial study/mitigated negative declaration would cost up to \$50,000 and is included as Optional Task 5.
- A full EIR may cost up to \$150,000 or more, and would require a contract amendment for the scope and budget increase.

6.4 Subconsultants

Subconsultants will be named at a later time if determined necessary for outreach effects or CEQA documentation and public outreach support.

Carmel-by-the-Sea Housing Element Update (6th Cycle) Revised 01/24/2023

Task	EMC Planning Group Inc.									Total Hours	Total Cost
	Senior Principal	Principal	Principal Planner	Associate Planner	Assistant Planner	Graphics	Desktop Publisher	Admin/Production			
Staff	Michael Groves Teri Wissler Adam	Martin Carver	Ande Flower	Kailon Thompson Zane Mortenson Shoshana Lutz	Kylie Pope	Matt Papurello	Kristina Arden	Tiffany Robinson			
Billing Rate (Per Hour)	\$275.00	\$250.00	\$220.00	\$165.00	\$140.00	\$140.00	\$150.00	\$125.00			
Task 1 - Project Management and Coordination	10.0	20.0	50.0	20.0	5.0	2.0	3.0	12.0		122.0	\$24,980.00
Task 2 - Community Outreach and Engagement	0.0	5.0	44.0	20.0	12.0	0.0	2.0	0.0		83.0	\$16,210.00
Task 3 - General Plan Housing Element Update	Housing Element Update										
<i>Task 3.1 - Housing and Special Housing Needs</i>	0.0	4.0	10.0	12.0	8.0	0.0	0.0	0.0		34.0	\$6,300.00
<i>Task 3.2 - Housing Constraints</i>	0.0	4.0	8.0	20.0	16.0	0.0	0.0	0.0		48.0	\$8,300.00
<i>Task 3.3 - Review of Existing Housing Element</i>	0.0	4.0	6.0	20.0	12.0	0.0	0.0	0.0		42.0	\$7,300.00
<i>Task 3.4 - Sites Inventory</i>	0.0	16.0	35.0	25.0	16.0	0.0	0.0	0.0		92.0	\$18,065.00
<i>Task 3.5 - Coordination with HCD</i>	1.0	2.0	16.0	6.0	10.0	4.0	0.0	0.0		39.0	\$7,245.00
<i>Task 3.6 - Goals, Policies, Programs and Quantified Objectives</i>	0.0	10.0	20.0	16.0	16.0	3.0	0.0	0.0		65.0	\$12,200.00
<i>Task 3.7 - Rezoning</i>	0.0	5.0	20.0	16.0	5.0	0.0	0.0	0.0		46.0	\$8,990.00
<i>Task 3.8 - Maps (Housing Element)</i>	0.0	3.0	3.0	16.0	1.0	18.0	0.0	0.0		41.0	\$6,710.00
<i>Task 3.9 - Draft Housing Element</i>	2.0	35.0	45.0	20.0	16.0	6.0	12.0	16.0		152.0	\$29,380.00
Task 4 - General Plan Safety Element Update	Safety Element Update										
<i>Task 4.1 - Review of the Existing Safety Element</i>	0.0	0.0	12.0	10.0	12.0	0.0	0.0	0.0		34.0	\$5,970.00
<i>Task 4.2 - Meet with Public Safety Agencies</i>	0.0	0.0	8.0	16.0	16.0	0.0	0.0	0.0		40.0	\$6,640.00
<i>Task 4.3 - Provide Recommendations</i>	1.0	0.0	12.0	6.0	3.0	0.0	0.0	0.0		22.0	\$4,325.00
<i>Task 4.4 - Maps (Safety Element)</i>	0.0	0.0	10.0	20.0	10.0	12.0	0.0	0.0		52.0	\$8,580.00
<i>Task 4.5 - Safety Element Drafts</i>	1.0	0.0	10.0	20.0	30.0	0.0	0.0	16.0		77.0	\$11,975.00
Task 5 - Environmental Analysis (CEQA Documentation)	Optional Task 5: Environmental Analysis is listed below										
Task 6 - Public Hearings, Final Adoption, and Certification	0.0	0.0	20.0	0.0	10.0	0.0	0.0	12.0		42.0	\$7,300.00
Task 7 - General Plan Amendment	0.0	6.0	15.0	12.0	10.0	0.0	0.0	12.0		55.0	\$9,680.00
Subtotal (Hours)	15.0	114.0	344.0	275.0	208.0	45.0	17.0	68.0		Total Hours	Total Cost
Subtotal (Cost)	\$4,125.00	\$28,500.00	\$75,680.00	\$45,375.00	\$29,120.00	\$6,300.00	\$2,550.00	\$8,500.00		\$ 1,086.00	\$200,150.00

Additional Costs	
Digital Outreach	\$5,000.00
Travel Costs	\$100.00
Production Costs/Deliverables	\$350.00
Administrative Overhead 10%	\$545.00
Subtotal	\$5,995.00

Subconsultant Contingency Fees*	
Subconsultant For Planning and/or CEQA (TBD)	\$30,000.00
Administrative Overhead 10%	\$3,000.00
Subtotal	\$33,000.00

Total Costs	\$239,145.00
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Task 5 (Optional) CEQA	
Environmental Analysis (CEQA Documentation)	\$50,000.00
Subtotal	\$50,000.00

*The need for subconsultant support is unknown at this time and will be determined with City Staff at a later date. This contingency is not a part of the total cost, but is strongly recommended to be approved with the contract - to allow as staff discretionary funds to be used throughout the term of the contract.



EMC PLANNING GROUP INC.
A LAND USE PLANNING & DESIGN FIRM

FEE SCHEDULE

(Effective January 1, 2023)

Principals	Hourly Billing Rate	
Senior Principal	\$275.00	
Principal	\$250.00	

Planners		
Principal Planner	\$220.00	
Senior Planner	\$195.00	
Associate Planner	\$165.00	
Assistant Planner	\$140.00	

Biologists		Monitoring Rate
Principal Biologist	\$210.00	(\$150.00)
Senior Biologist	\$170.00	(\$130.00)
Associate Biologist	\$145.00	(\$120.00)
Assistant Biologist	\$125.00	(\$100.00)

Archaeologist		
Registered Professional Archaeologist	\$125.00	

Support Staff		
Desktop Publisher	\$150.00	
Executive Assistant/Production Manager	\$125.00	
Administrative Assistant	\$115.00	
GIS/Graphics Technician	\$105.00	

This fee schedule is exclusive of direct reimbursable expenses, such as word processing, editing, printing, copying, travel, lodging, dining, communications, supplies, equipment rental, etc. All expenses are billed at cost plus ten percent (10%) for administration. All outside services are billed at cost plus ten percent (10%) for administration. This fee schedule is subject to revision at any time.

A retainer of up to fifty percent (50%) of the approved contract amount may be required for new clients or projects. Invoices are due and payable within 30 days. Past due balances are subject to a service charge of one and one-half percent (1.5%) per month. Service charges are in addition to approved contract amount.

Expert witness services are provided at a fifty percent (50%) mark-up.

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EMC Planning Group Staff Resumes



ATTACHMENT



Ande Flower, AICP, MUP

PRINCIPAL PLANNER

PROFESSIONAL EXPERIENCE

Mr. Flower joined EMC Planning Group in 2021, and has been working in the planning field since 2005. His professional experience includes project management in the municipal and private sectors. Ande is skilled in the analysis of complex development requests, ordinance updates, and the delivery of compelling presentations to Commissions, City Council, agencies, the business community, and residents.

Prior to joining the company, Ande was principal planner for the cities of Monterey, CA and Lake Forest Park, WA where he gained extensive hands-on experience in processing review for mixed-use housing developments. In each City, reviews resulted in well-regarded design with evolved community support.

While working with the City of Monterey, he created opportunities for affordable housing in Monterey with new Overlay districts, access to water through advocacy, and relationship-building with developers and community leaders. During his tenure at City of Lake Forest Park, he managed both long range and current planning activities to effectively encourage infill development proposals while respecting ecological habitat. In the private sector of Seattle (MAKERS), Ande spearheaded creation of objective design standards for Vancouver, WA.

EDUCATION

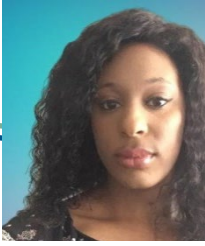
- M.U.P. University of Washington at Seattle, WA, Urban Planning, 2006
- B.A. University of Washington at Tacoma, WA (Graduated Magna Cum Laude), Urban Studies, 2004
- University of Florida at Gainesville, FL, Architecture Coursework, 1989 - 1993

PROFESSIONAL ACHIEVEMENTS

- HUD-sponsored Design-Build for Yakama Nation, led by architect Michael Pyatok

CERTIFICATES AND TRAINING

- Urban Design Certificate, University of Washington – Seattle
- Historic Preservation Certificate, University of Washington – Seattle
- GIS Certificate, University of Washington – Tacoma
- AICP - American Institute of Certified Planners, Professional Certification, since 2015



Kailon Thompson, MS

ASSOCIATE PLANNER

PROFESSIONAL EXPERIENCE

Kailon joined the firm in July 2022 as an Associate Planner to provide support to the Housing Element team. Primary responsibilities include the preparation of complex and detailed written housing elements, general plan updates, and other related planning documents.

In April 2021, Kailon was awarded a Master's of Science degree from Florida State University in Urban and Regional Planning. During her academic career, she participated in numerous community engagement and outreach research projects. She was also an intern for a company through the Costa Rica Internship in Ecological and Environmental Sustainability at Florida State University where she researched development of crop production and land needs, established methods of sustainability, and assessed labor efficiency and the cost of crops for overall production.

Prior professional experience includes working as a Housing Planner Analyst for the City of Tallahassee where she analyzed and visualized housing data using ArcGIS and other visualization tools, and compiled reports according to Federal and State guidelines.

EDUCATION

M.S. Florida State University, Urban and Regional Planning, 2021

B.S. Florida State University, International Affairs, Minor: Social Work, 2018

RESEARCH PROJECTS

- Envisioning the Future of St. George Island, Program Manager, Florida State University, Jan. 2021 – May 2021
- The Great Gun Divide: Faculty Views on Firearms, Research Assistant, Florida State University, Feb. 2018 – Aug. 2018
- Frenchtown Heritage Hub: Kitchenshare Program, Student Consultant, Florida State University, Aug. 2017 – Dec. 2021

Kylie Pope, MSP

ASSISTANT PLANNER

PROFESSIONAL EXPERIENCE

Kylie joined the firm in August 2022 as an Assistant Planner to provide support to the Housing Element team. Primary responsibilities include the preparation of complex and detailed written housing elements, general plan updates, and other related planning documents.

In 2021, Kylie was awarded a Master's of Science degree from Florida State University in Urban and Regional Planning. Kylie's primary areas of expertise are in community engagement and outreach, inclusionary planning practices, and web content development and communication. Core competencies include advanced planning skills, brand management communication, report analysis and writing, social content planning, and qualitative and quantitative research management.

Prior professional experience includes working as a Planning and Communications Consultant for the American Planning Association's Florida Chapter. Kylie's technical proficiencies include Adobe Creative Suite, ArcGIS Pro, Canva, Google Workspace, Mailchimp, and SurveyMonkey.

EDUCATION

M.S.P. Florida State University, Urban and Regional Planning, 2021

B.S. Florida State University, Sociology, 2018

PROFESSIONAL AFFILIATIONS

- American Planning Association, Florida Chapter

TECHNICAL PROFICIENCIES

Adobe Creative Suite, ArcGIS Pro, Canva, Google Workspace, Issuu, JotForm, Mailchimp, Microsoft Office, Sprout Social, SPSS STATA, SurveyMonkey, Wagtail CMS, WordPress



Martin Carver, MRP, AICP

PRINCIPAL

PROFESSIONAL EXPERIENCE

Mr. Carver joined EMC Planning Group in 2019 on a part-time basis, after years of providing services to EMC Planning Group on an ad hoc basis. Mr. Carver is a certified planning professional with over 35 years of professional planning and project management experience. His experience has focused on the preparation of comprehensive plans, housing elements, land use planning, energy and climate analysis, and zoning regulation. It also includes development of the Gonzales General Plan, General Plan EIR, and Climate Action Plan, as well as housing elements, CEQA initial studies, and zoning/municipal code revisions. Finally, Mr. Carver has years of CEQA and NEPA experience and has prepared a full range of environmental documentation for local jurisdictions.

Mr. Carver is currently working on the San Juan Bautista Housing Element Update, San Juan Bautista zoning code revisions, a supplemental EIR for King City's Downtown Addition Specific Plan, SB 2 applications for Sand City and the City of Gustine, and various smaller projects. His project responsibilities include project management, municipal code revisions, and public participation.

EDUCATION

M.R.P. Cornell University, Ithaca, New York,
Regional Planning

B.A. University of California, Santa Cruz,
Environmental Studies

B.A. University of California, Santa Cruz,
Politics

PROFESSIONAL CERTIFICATION

AICP - American Institute of Certified Planners,
Professional Certification

PROFESSIONAL ASSOCIATIONS

- Member, American Institute of Certified Planners
- Member, American Planning Association



Michael J. Groves, AICP

PRESIDENT/SENIOR PRINCIPAL

PROFESSIONAL EXPERIENCE

Mr. Groves founded EMC Planning Group in 1978. Through his leadership and commitment to excellence in client service and the hiring of highly qualified personnel, Mr. Groves has successfully established the firm as one of the leading land use and environmental planning firms in California.

Mr. Groves is involved in project management and coordination of a full range of planning projects completed by the firm. From 1995—1997, he served as project manager for the Fort Ord Reuse Plan, a national, award-winning policy document. His focus within the firm is on client representation for urban and regional planning projects; coastal planning efforts; conceptual design; real estate due diligence and site evaluation studies; land use planning and permitting efforts; and city, county, school district and special district planning and permitting. With his experience as a land use and policy planner, Mr. Groves has provided project management for over 750 planning projects, within more than 150 California cities, counties, and special districts.

EDUCATION

- B.A. University of California at Santa Barbara, Environmental Studies, 1977
- B.A. University of California at Santa Barbara, Geography, 1977

PROFESSIONAL CERTIFICATION

AICP - American Institute of Certified Planners, Professional Certification, 1990-Present

PROFESSIONAL ACHIEVEMENTS AND AWARDS

- Professional Certification, American Institute of Certified Planners, 1990-Present
- Initiative Author, Initiative Measure to Allow For a Recreational Vehicle Park and other Recreational Oriented Uses in the Vicinity of the Fort Ord National Monument, Laguna Seca Raceway and Recreation Area, and the Monterey Peninsula and Monterey Bay Region.
- Awards, *City of Salinas Economic Development Element*, 2014
 - Outstanding Planning Document-Association of Environmental Professional (2016)
 - Economic Planning and Development Award of Excellence-American Planning Association, California Chapter, Northern Section (2015)
 - Economic Planning and Development Award of Merit-American Planning Association California Chapter (2015)
- Award, *Fort Ord Reuse Plan Reassessment*, 2012
 - Best Practices Award of Merit-American Planning Association, California Chapter, Northern Section, 2013
- Award, *Fort Ord Reuse Plan and EIR*, 1997
 - Comprehensive Planning in a Small Jurisdiction - National Planning Award for Outstanding Planning, American Planning Association National Chapter

PROFESSIONAL ASSOCIATIONS AND COMMUNITY INVOLVEMENT

- Member, American Planning Association
- Former Member, Monterey Peninsula Water Management District, Policy and Technical Advisory Committees
- Former Member, Sand City Habitat Conservation Task Force
- Member, Ventana Chapter, Sierra Club
- Head Coach, Monterey High School Baseball Program, 1980-Present
- President, Save Our Sports (SOS), Local Non-profit Supporting High School Baseball and Softball
- President, Foster Parent Association, Santa Cruz County
- Member, Child Welfare Services Systems Improvement Steering Committee
- Community Leadership Council - Ending Oppression Worldwide



Shoshana Lutz

ASSOCIATE PLANNER

PROFESSIONAL EXPERIENCE

Ms. Lutz joined the firm in 2017. Her responsibilities include writing initial studies and environmental impact reports in compliance with the California Environmental Quality Act (CEQA), providing contract staff support to governmental agencies, assisting with public outreach programs, and providing private clients with permit processing and entitlement assistance, constraints analysis, land use assessments, and feasibility analyses.

Prior to joining EMC Planning Group, Ms. Lutz worked for the City of Carmel-by-the-Sea in the Community Planning and Building Department. Her responsibilities included assisting with preliminary plan check review for building and planning applications, conducting preliminary site assessments on residential properties, and conducting preliminary design reviews in residential and commercial areas. Ms. Lutz's experience also includes completing an internship with BuildingWise, LLC, a private consulting firm that assists organizations with commercial structures' LEED certification.

EDUCATION

B.S. California State University Monterey Bay, Environmental Science Technology and Policy, Emphasis in Ecology and Natural Resources, 2014

TRAINING

- ESRI ArcGIS Map Making and Spatial Analysis Course

PROFESSIONAL ASSOCIATION

- Member, Association of Environmental Professionals



Teri Wissler Adam

VICE PRESIDENT/SENIOR PRINCIPAL

PROFESSIONAL EXPERIENCE

Ms. Wissler Adam joined the firm in 1991 and has been a principal since 2001. Her area of expertise is in California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) compliance.

Ms. Wissler Adam directs the CEQA and NEPA compliance projects for the firm. She has been responsible for a large variety of private projects, including residential, commercial, industrial, mixed-use, and large specific plan and general plan projects. She has also managed several projects for public facilities, such as recycled water projects, roadway projects, bikeway projects, bridge projects, elementary schools, high schools, and college campuses, and other public facilities, such as health clinics, landfills, child development centers, and federal research facilities. She has represented public clients throughout Monterey County, San Benito County, Santa Clara County, Merced County, San Luis Obispo County, San Mateo County, Santa Cruz County, and as far south as Los Angeles County.

EDUCATION

B.S. California Polytechnic State University at San Luis Obispo, Business Administration, Concentration in Environmental Management, 1991

PROFESSIONAL ACHIEVEMENTS

- Presenter, CEQA Seminar, Lorman Education Services
- Presenter, CEQA Workshop, Association of Environmental Professionals
- Member, Association of Environmental Professionals
- Contributor, *Environmental Mitigation Handbook*, California's Coalition for Adequate School Housing, February 2009
- Past Director/President/Newsletter Editor, Monterey Bay Area Chapter, Association of Environmental Professionals

PROFESSIONAL ASSOCIATION

- Member, Association of Environmental Professionals



Zane Mortensen, MS

ASSOCIATE PLANNER

PROFESSIONAL EXPERIENCE

Mr. Mortensen joined the firm in April 2022, as an Assistant Planner to provide support in the preparation of environmental planning and land use documents for a variety of development projects such as residential sites, schools, subdivisions, specific plans, hospitals, and recreational facilities. Primary responsibilities involve conducting air quality and greenhouse gas emissions modeling and analysis, as well as the preparation of environmental review documentation in compliance with CEQA/NEPA regulatory standards.

In May 2019, he was awarded a Master's of Science degree from the Environmental Science Graduate Program at California State University, Monterey Bay (CSUMB). During his academic career, he developed a range of skills to apply to environmental issues within the community while working on projects for both State and County entities. He also had the opportunity to participate in research focused on the development of water treatment technology aimed at remediating agricultural pollutants from local tributaries.

Upon receiving his Master's of Science degree in Environmental Science from CSUMB, Mr. Mortensen was hired by the Rural Community Assistance Corporation to facilitate planning efforts that supported drinking water, wastewater, and stormwater infrastructure development for low-income rural communities. His role largely involved overseeing State funded consolidation efforts between small rural community water systems and larger local utility providers.

EDUCATION

- M.S. California State University Monterey Bay, Environmental Science, 2019
- B.S. California State University Monterey Bay, Environmental Science Technology and Policy, 2017
- A.S. Cerritos College, Natural Sciences, 2015
- A.A. Cerritos College, Automotive Mechanical Repair, 2013

CERTIFICATIONS & TRAINING

- UC San Diego CEQA Practice Certification, current enrollment
- The Safe Drinking Water Act, 2019
- Advanced Water Treatment, 2019
- Successful completion Grade I Wastewater Plant Operator Examination, 2014

PUBLICATIONS

- Current Conditions and Restoration Scenarios for the Carmel River and Riparian Corridor at the Rancho Cañada Parcel of Palo Corona Park: Carmel Valley CA*, Central Coast Watershed Studies, March 2019
- Hydrology and Water Quality of the Big Sur Land Trust Property in Carr Lake*, Central Coast Watershed Studies, April 2019
- Isolation of Microbial Populations with the Ability to Use Pesticides as a Sole Carbon Source in Multichannel Woodchip Bioreactors under a Controlled Environment*, American Chemical Society, October 2018