
**Response to the County of Monterey
Inclusionary Housing Ordinance**

SUBMITTAL DATE: March 1, 2018



Prepared by:

LeSar Development Consultants

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(415) 214-2248

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SECTION 1 - REQUIREMENTS



March 1, 2018

County of Monterey
 Contracts/Purchasing Division
 1488 Schilling Place
 Salinas, CA 93901
 (831) 755-4990

Attn: Jaime Ayala, Deputy Purchasing Agent

Dear Mr. Ayala:

LeSar Development Consultants (LDC), a corporation, and our sub-consultants Keyser Marston Associates (KMA), a corporation, and Goldfarb & Lipman LLP (GL), a Limited Liability Partnership, are pleased to submit this proposal to assist the County of Monterey by providing inclusionary housing ordinance consulting services.

Our team possesses the knowledge, skill, and capacity necessary to provide the services described within the RFP. Our expertise spans real estate market and economic trends, inclusionary housing ordinances, fair housing processes, affordable housing development and finance, and homelessness mitigation and economic development strategies. We have extensive experience with affordable housing ordinance development, needs assessments, strategic planning, consolidated plans and affordable housing action plans, and innovative community engagement strategies that access traditionally underrepresented and/or hard-to-reach populations.

We have a strong local presence in Northern California where each partner has a local office; a proven track record of being nimble and responsive to client needs; and extensive experience integrating primary and secondary data sources, priorities, opportunities, and evidence-based best practices into comprehensive policy frameworks. Additionally, LDC is a certified WBE/SBE organization. Goldfarb & Lipman is a woman-owned enterprise, certified by the Women's Business Enterprise National Council.

LDC will have lead responsibility for all services and deliverables outlined in the scope of work. LDC Principal Diana Elrod will serve as the Designated Project Manager. Our sub-consultants will assist with economic feasibility analyses, impart expertise on the local landscape, and lead community information collection, analysis, and presentation. We are confident in our capability to meet the requirements of the scope of work on schedule and within budget.

Sincerely,

CA Romanas

Catherine A. Romanas
 Director of Operations

Jennifer LeSar, CEO, LDC jennifer@lesardevelopment.com	404 Euclid Avenue, Suite 212 San Diego, CA 92114	P: (619) 236-0612x101 F: (619) 236-0613
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Barbara Kautz, Partner, GL bkautz@goldfarblipman.com	523 West Sixth Street, Suite 610 Los Angeles, CA 90014	P: (213) 627-6336 F: (510) 836-1035

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SIGNATURE PAGE

COUNTY OF MONTEREY
CONTRACTS/PURCHASING DIVISION

RFP # 10630
ISSUE DATE: JANUARY 25, 2017



RFP TITLE: INCLUSIONARY HOUSING ORDANCE

PROPOSALS ARE DUE IN THE OFFICE OF THE CONTRACTS/PURCHASING OFFICER BY
3:00 P.M., LOCAL TIME, ON FEBRUARY 23, 2018

MAILING ADDRESS:
COUNTY OF MONTEREY
CONTRACTS/PURCHASING OFFICE
1488 SCHILLING PLACE
SALINAS, CA 93901

QUESTIONS ABOUT THIS RFP SHOULD BE DIRECTED TO
Jaime Ayala, EMAIL AyalaJ@CO.MONTEREY.CA.US, (831) 783-7047

CONTRACTOR MUST INCLUDE THE FOLLOWING IN EACH PROPOSAL. (1 original plus 4 copies):

ALL REQUIRED CONTENT AS DEFINED PER SECTION 7.1 HEREIN

This Signature Page must be included with your submittal in order to validate your proposal.
Proposals submitted without this page will be deemed non-responsive.

CHECK HERE IF YOU HAVE ANY EXCEPTIONS TO THIS SOLICITATION.

CONTRACTOR MUST COMPLETE THE FOLLOWING TO VALIDATE PROPOSAL

I hereby agree to furnish the articles and/or services stipulated in my proposal at the price quoted, subject to the instructions and conditions in the Request for Proposal package. I further attest that I am an official officer representing my firm and authorized with signatory authority to present this proposal package.

Company Name: LeSar Development Consultants Date March 2, 2018

Signature: Catherine A Romanas Printed Name: Catherine A Romanas

Street Address: 404 Euclid Ave, Suite 212

City: San Diego State: CA Zip: 92114

Phone: (619) 236-0612 Fax: () _____ Email: ops@lesardevelopment.com

License No. (If applicable): _____

License Classification (If applicable): _____

MONTEREY COUNTY

Administrative Office
Contracts/Purchasing Division



DATE: February 15, 2018

PROJECT: RFP 10650 INCLUSIONARY HOUSING ORDINANCE

ADDENDUM #1

TO: All Interested Proposers

SUBJECT: Proposal due date extended

Please see attached document for changes to Section 3.0, Calendar of Events. The proposal due date has been extended and is reflected within Section 3.0, Calendar of Events.

A signed copy of this addendum must be submitted along with your original bid proposal package to verify receipt of this Addendum #1.

Jaime Ayala
Deputy Purchasing Agent

Catherine A. Romanes
Company Representative

3/1/2018
Date

Please note the following changes to Section 3.0, Calendar of Events as highlighted below.

3.0 CALENDAR OF EVENTS

- | | | |
|------------|-------------------------------------|---|
| 3.1 | Issue RFP | Thursday, January 25, 2018 |
| 3.2 | Deadline for Written Questions | 3:00 p.m., PST Monday February 12, 2018 |
| 3.3 | Proposal Submittal Deadline | 3:00 p.m., PST, Friday, March 2nd, 2018 |
| 3.4 | Estimated Notification of Selection | March 2018 |
| 3.5 | Estimated AGREEMENT Date | May 2018 |

This schedule is subject to change as necessary.

- 3.6 **FUTURE ADDENDA:** CONTRACTORS, who received notification of this solicitation by means other than through a County of Monterey mailing, shall contact the person designated in the COUNTY POINTS OF CONTACT herein to request to be added to the mailing list. Inclusion on the mailing list is the only way to ensure timely notification of any addenda and/or information that may be issued prior to the solicitation submittal date. **IT IS THE CONTRACTORS' SOLE RESPONSIBILITY TO ENSURE THAT THEY RECEIVE ANY AND ALL ADDENDA FOR THIS RFP** by either informing the County of their mailing information or by regularly checking the County's Solicitation Center web page at www.co.monterey.ca.us/admin/solicitcenter.htm. Addenda will be posted on the website the day they are released.

MONTEREY COUNTY



Administrative Office
Contracts/Purchasing Division
1488 Schilling Place
Salinas, CA 93901
831-755-4990

ADDENDUM #2 RFP 10650 INCLUSIONARY HOUSING ORDINANCE

DATE: February 21, 2018
PROJECT: RFP 10650 Inclusionary Housing Ordinance
TO: Interested Proposers
SUBJECT: Written Questions and Answers

Please see attached departmental answers to all questions received by the deadline to submit written questions of February 12, 2018

A signed copy of this addendum must be submitted along with your original bid proposal package to verify receipt of this Addendum #2.

Catherine A Romanos
Company Representative

3/2/2018

Date

Jaime Ayala
Deputy Purchasing Agent

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Q1) Does the County have a specific budget amount allocated for this project?

A1) The County does not have set budget for this project, however The County is seeking the best value proposed for this project.

Q2) Does the County have a schedule in mind for completion of this project?

A2) Per section 6.0 Contract Term, the term for this project is 2 years therefore all relative work outlined within the scope should be completed.

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In the following pages, we provide a detailed account of the course of action suggested by our team and the deliverables submitted for each task of the proposed work plan.

5.0 PROJECT INITIATION

Kick-off Meeting with Primary Team Members.

To commence the project, the lead contacts for LDC, KMA, and GL will participate in a kickoff meeting with County staff to review project timeline, develop communication protocols, and clarify roles and responsibilities. This will help ensure a collaborative and communicative planning process that stays on time and on budget.

Deliverables: Agenda for kickoff meeting, meeting summary
Meetings: Resource Meeting (5.9.2.1)

Project Timeline.

Following the kickoff meeting, our team will lay out a comprehensive project timeline and work plan to complete all tasks and deliverables within the budget and timeframes allotted, review the strategic questions that the data collection and policy development process will address, and clarify understanding of the socioeconomic, political, and regulatory landscape in which the County is situated. The timeline and work plan will include the content of engagement activities and expectations, as well as a proposed schedule for regular check-ins with the project lead to provide updates, review materials, gather feedback, and plan next steps (e.g., weekly calls and in-person meetings as needed).

Deliverables: Finalized work plan, including timeline and milestones

5.2 REVIEW OF EXISTING ORDINANCE

In conjunction with establishing the project timeline and work plan components, we will review and analyze documents related to affordable and fair housing needs, land use planning, affordable housing incentives, economic development and transportation plans. Documents will include those listed in the RFP (Inclusionary Housing Ordinance, Inclusionary Housing Administrative Manual, 2010 General Plan, Coastal Area Land Use Plans, Housing Element 2015-2023, and Regional Housing Needs Allocation 2014-2023). The findings in these documents will be combined with additional research from sources such as the U.S. Census Bureau, the American Community Survey (ACS), and information provided by County staff, public and private agencies, citizens, and stakeholders. This comprehensive assessment will establish the context necessary for building a pragmatic yet flexible inclusionary housing policy that is responsive to demographic and economic needs as well as changing market conditions.

5.3 EXAMINATION OF DATA

A key step in establishing affordable housing requirements is to quantify the financial impact associated with the production of affordable housing units. That financial impact is equal to the difference between the market-rate price for housing and the defined affordable price or rent for the required income-restricted units. This difference is known as the “affordability gap”, and it is quantified using the following methodology:

1. The projected market-rate sales prices and/or rents are compiled for prospective new residential projects.
2. The maximum affordable prices and rents are calculated based on the standards imposed by the County’s inclusionary housing program.
3. The difference between the market-rate price and the defined affordable price represents the affordability gap associated with each income-restricted unit required to be included in a market-rate residential project.

Unincorporated Monterey County is comprised of 13 planning areas or communities served by 11 Land Use Advisory Committees (LUAC) and two Neighborhood Design Review Committees (NDRC). KMA will use the results of the real estate market study (Task 5.3.2) to identify a range of product types and projected pricing for use in the affordability gap analyses. As appropriate, the results will be differentiated to reflect the unique characteristics of the 13 planning areas or communities.

The demand for affordable housing will be identified based on available socio-economic information such as the County's 2010 General Plan, the Coastal Area Land Use Plans, the 2015 – 2023 Housing Element, the 2014 – 2023 Regional Housing Needs Allocation, and the Comprehensive Housing Affordability Strategy information compiled by HUD. In addition, KMA will request the County's assistance in identifying the product types and income standards imposed on affordable housing development that has occurred over the past 15 years.

For the demand analysis for market rate housing, recent trends in residential development within unincorporated Monterey County will be identified and summarized. The levels of past construction activity will be presented going back approximately 15 years to cover various economic cycles. KMA will seek the County's assistance in estimating the distribution of the development activity in terms of ownership versus rental construction. This analysis will identify the prevalent housing products, unit sizes and achievable sales prices.

As stated in the County's most recent Consolidated Plan, the farming and hospitality industries represent two of the largest economic sectors in Monterey County, particularly in the unincorporated areas. In general, people employed in these industries tend to earn lower incomes. Therefore, the County's reliance on these two economic sectors generates a significant demand for affordable housing.

The ConPlan also notes that the Urban County has a significant need for affordable housing. Currently, waiting lists for publicly assisted housing and Housing Choice Vouchers have a wait period of many years. In addition to issues relating to affordability, issues relating to housing conditions are also prevalent. With more than 62 percent of the housing units older than 30 years of age, a large portion of the Urban County's housing stock may need substantial rehabilitation and emergency repairs. The extent of housing needs in the Urban County far exceeds the resources available to address those needs.

In terms of overall supply, according to the CHAS data by HUD, mismatches in terms of supply and affordability exist in the Urban County. Approximately 2,863 households earn less than 30 percent of AMI reside in the Urban County, however, there are only 521 dwelling units affordable to those at this income level. Similarly, the Urban County has 3,248 households earning between 31 and 50 percent of AMI and only 1,492 housing units affordable to those at this income level. The shortage of affordable units is most acute for households with the lowest incomes, but even households earning between 51 and 80 percent AMI will have difficulty finding affordable housing. The Urban County is home to 5,065 households earning between 51 and 80 percent AMI but only 4,298 housing units affordable to those at this income level. Furthermore, a housing unit affordable to a particular income group does not mean the unit is actually occupied by a household in that income group. Therefore, the affordability mismatches are likely to be more severe than presented by the CHAS data.

5.4 AFFORDABLE HOUSING NEXUS STUDY

The affordable housing nexus study will be undertaken in the context of the following:

1. In 2015, the California Supreme Court ruled in the California Building Industry Association v. City of San Jose, 61 Cal 4th 435 (San Jose) that Inclusionary Housing ordinances should be viewed as use restrictions that are a valid exercise of a jurisdiction's zoning powers. The San Jose ruling only applies to ownership residential development. The parameters of the San Jose case did not include inclusionary housing restrictions on rental development.
2. In September 2017 the California Legislature adopted AB 1505, which was then signed by the Governor as part of a package of 15 housing bills. It amends Section 65850 of the California Government Code, and adds

Section 65850.01 to allow jurisdictions to adopt ordinances that require rental residential projects to include a defined percentage of affordable housing units. AB 1505 requires jurisdictions to provide options for alternative means of fulfilling inclusionary housing obligations. These options include, but are not limited to:

- a. In-lieu fees;
 - b. Land dedication;
 - c. Off-site construction; and
 - d. The acquisition and rehabilitation of existing units.
3. California Government Code Sections 65915-65918 impose density bonus requirements on projects that fulfill defined income and affordability restrictions.

These factors will be included in the economic analysis (5.4.2) that will serve as the foundation of the affordable housing nexus study.

KMA will perform a thorough economic analysis to evaluate the financial feasibility of imposing inclusionary housing requirements on the following types of new residential development in unincorporated Monterey County:

1. Single family homes;
2. Condominiums/Townhomes; and
3. Apartment projects.

For analysis purposes, KMA will create prototype developments for each of the three identified housing types. These prototypes will be developed in consultation with County staff and local developers, and they will be representative of project types currently being developed in unincorporated Monterey County. As pertinent, separate prototypes will be created for the planning areas or communities in unincorporated Monterey County. The financial feasibility analyses will apply the results of the market analysis (5.3.2) and the affordability gap analysis (5.3.1) as inputs into KMA's proprietary pro forma models. The results of financial feasibility testing will inform the recommendations regarding the requirements that can be imposed by the County on a financially feasible basis.

A fundamental premise is that the inclusionary housing program should not place an onerous financial burden on the developers of market rate housing. The courts have held that affordable housing is a "public benefit," and that locally imposed Inclusionary Housing ordinances are a legitimate means of providing this public benefit.

The courts have also found that the Inclusionary Housing requirements cannot deprive an owner of "all economically beneficial use" of the property. However, all economically beneficial use has never been defined. The KMA financial feasibility analysis (5.4.2) will be based on the parameters that have been applied to a significant number of inclusionary Housing programs that have been adopted in California jurisdictions. The results of these analyses will be used to assist in creating requirements that balance the interests of property owners and developers against the public benefit created by the production of income restricted units.

KMA will provide compliance recommendations consistent with the requirements of AB1505. AB 1505 requires jurisdictions to provide developers with a variety of options for fulfilling inclusionary housing obligations that are imposed on rental apartment projects. In recognition of the limitations imposed by AB 1505, KMA will provide the following structuring recommendations:

1. The length of the covenant period that should be imposed on the inclusionary units;
2. The scope restrictions that should be imposed on projects that provide the inclusionary units on site within the market rate project;
3. The methodology that should be imposed to establish the amount of the in-lieu fee that will be assessed on projects that are not required to produce inclusionary housing units, or those projects that generate an obligation for a fractional inclusionary unit;
4. The requirements that will be imposed on projects that are allowed to produce inclusionary units in an off-site location;

5. The site characteristics and potential financial contribution requirements that will be imposed on proposed land dedications; and
6. The circumstances under which the acquisition and rehabilitation of existing residential projects will be allowed.

As part of the Affordable Housing Nexus Study, KMA proposes to deliver a draft memorandum that will be supported by tables, data and other materials that are relevant to the analysis.

5.5 CONCLUSIONS AND RECOMMENDATIONS

Information from the literature review, ongoing outreach efforts, and economic feasibility analyses will guide draft recommendations for a revised inclusionary housing ordinance that is consistent with the County's need for affordable housing as defined in its Housing Element and General Plan, and which is responsive to its demographic and economic characteristics. Additionally, our team of affordable housing finance and policy experts will, with direction from the project lead, work with various County staff to identify and conduct any additional analyses necessary. Recommendations will integrate evidence-based best practices for encouraging mixed-income housing into a framework that specifically addresses the socioeconomic, political, and regulatory structure of the County of Monterey.

1. The County's zoning documents, including the Housing Element component of the General Plan;
2. The County's affordable housing planning documents, including the Consolidated Plan;
3. The results of the community outreach and engagement plan;
4. The best practices identified in the survey of existing inclusionary housing programs;
5. Ongoing discussions with County staff; and
6. The results of the economic feasibility analyses.

We propose to compile the information derived from the following sources to assist in the creation of a recommended inclusionary housing policy:

The recommendations for an inclusionary housing policy will include the following components:

1. The basic program parameters to be imposed on ownership and rental housing projects;
2. The financially feasible income targeting to be imposed in each subarea;
3. The percentage of housing units that should be set aside as inclusionary housing units;
4. The alternatives to on-site inclusionary housing development that should be allowed by right and those that should require approval;
5. The role that the California Government Code Section 65915 – 65918 density bonus should play in establishing income and affordability requirements for the County's inclusionary housing program; and
6. The implementation and administrative tools that should be created by the County after an inclusionary housing program is adopted.

Preparation of a Draft Revised Inclusionary Ordinance

Our team will first prepare an administrative draft ordinance that will build out the recommendations developed in this task into a clearly defined program structure that includes guidelines for program monitoring and evaluation. The ordinance will address income groups to be served and the County's required share of affordable units to be set aside, as well as options for inclusionary requirement fulfillment and a set of developer incentives that have been demonstrated to effectively reduce the economic impact of providing affordable units in jurisdictions similar to the County of Monterey. The draft ordinance will be submitted for review and iterations with changes completed according to the County's satisfaction.

Deliverables: Administrative Draft of Document (5.8.1.2)

Following review and incorporation of any revisions to the administrative draft ordinance, a draft ordinance will be prepared under direction from County staff and presented to the Planning Commission, for public hearing, and to other relevant bodies as directed by County staff.

Deliverables: Public Review Draft (5.8.1.4)
Meetings: Planning Commission – Presentation of draft (5.9.2.4)
Public hearing before the Monterey County Planning Commission to present the draft Inclusionary Housing Ordinance and Administrative Manual (5.6.1.4)
Public hearing before the Monterey County Board of Supervisors to present the draft Inclusionary Housing Ordinance and Administrative Manual (5.6.1.5)
Housing Advisory Committee (5.6.1.3)

Our team will incorporate all feedback received from stakeholders and, under direction of County staff, prepare the final draft of an inclusionary housing policy that is both pragmatic and flexible – delivering affordable housing in accordance with existing County policies and needs and meeting future housing needs by adapting to changing conditions related to real estate, economic, and housing policy.

Deliverables: Final Draft for City Council consideration (5.8.1.5)
Final Document, as adopted by City Council (5.8.1.6)
Meetings: Board of Supervisors – Presentation of final draft, public hearing (5.9.2.5)

5.6 CITIZEN PARTICIPATION AND CONSULTATION

Our team has extensive experience developing robust outreach plans to ensure that key multi-cultural communities, local opinion leaders, institutions and stakeholder groups are engaged meaningfully and at a high level throughout the public engagement process. The public engagement effort has several clear objectives; it will:

- Utilize an inclusive outreach strategy that maximizes input from a broad range of project stakeholders by utilizing an array of input opportunities;
 - Encourage residents, businesses and community leaders to participate in issues that impact their lives and livelihoods;
 - Provide clear, ongoing, and accessible information so that residents in the area are included in vision-oriented dialogue, and that their input is valued;
 - Create multiple opportunities for the generation of ideas and comments, while recognizing the challenges of “meeting fatigue”; and,
 - Implement creative outreach strategies to leverage community input.
- The program will meet these goals by implementing the following strategies; it will:
- Develop innovative and informative public information materials and relate complex technical information in clear, concise and highly visual format;
 - Utilize a variety of notification techniques to inform stakeholders about the project and how they can become engaged;
 - Coordinate meeting logistics to maximize attendance by making meetings convenient, interesting, and engaging;
 - Provide a multilingual effort throughout the engagement process to ensure that the outreach plan is inclusive of diverse communities; and,
 - Coordinate efforts within the various local neighborhood media outlets and community organizations to educate and inform them on why the project is of special importance to their readers.

The success of any project starts with a comprehensive outreach plan that establishes a process for public and community engagement, likely challenges and approaches to address those challenges, and utilizes the full range of communication tools and targets key stakeholders. We will prepare a Community Outreach and Engagement Plan that provides a blueprint for engaging project stakeholders and interested parties, and includes project milestones and a proposed timeline to guide the outreach effort while, at the same time, endeavoring to build in sufficient

flexibility to recognize the dynamic nature of any project. This Outreach Plan encompasses the approaches that will be taken to notify, educate and engage stakeholders as well as the details of how public input will be documented, evaluated and incorporated into the decision-making process as the questions, concerns, creative ideas and needs of community members will inform the project. It will also provide recommendations about the format of meetings including the workshops/charrettes, and list opportunities for the team to attend meetings of other involved organizations.

Our team anticipates utilizing the full complement of outreach tools from traditional methods such as community workshops/charrettes, focus groups/stakeholder interviews, collateral material development, and social media, to cutting edge web tools, interactive web and tactical urbanism stakeholder engagement strategies. We have an established track record embracing and implementing new, innovative ways to engage communities to help build awareness of and consensus on our projects. We are always looking at adopting new strategies to facilitate the outreach process, so we can spread our net further and make sure we include “hard-to-reach” and non-English speaking populations. At the same time, we also look at each project for unique opportunities to leverage public input through innovative strategies. All approaches to outreach will be included in the development of the Community Outreach and Engagement Plan, and will specifically address how stakeholders will be engaged, including reaching disadvantaged and non-English speaking populations, deploying innovative outreach strategies, and how public input will be documented.

Deliverable: Plan for Public Participation and outreach materials for workshops and public information materials in English and Spanish (5.8.1.1)

Stakeholder Engagement

As part of the kickoff portion of the project, we anticipate a combination of Public Workshops/Town Halls, key stakeholder interviews/focus groups throughout the project. These outreach efforts will help inform stakeholders of the project’s progress, as well maintain consistent messaging and an outreach presence in the community. These meetings will incorporate the following

- Focus Groups/Stakeholder Interviews
- Public Workshops/Town Halls
- Website and Social Media Outreach

Engaging Disadvantaged and Non-English Speaking Communities

Our team is experienced conducting meetings in Spanish or in a bilingual format, where appropriate. We are also adept at employing and tailoring creative outreach strategies to reach, engage and elicit feedback from diverse, often “hard-to-reach” populations.

Demographics and language capabilities of the intended project audiences are a priority. Collateral materials or text developed for public circulation will be translated into Spanish. It is our goal that project stakeholders who do not speak English, or do not speak English as a first language, will be able to engage in the project in the same manner that an English-speaking stakeholder would. We will take these needs into consideration when developing meeting notifications, website content and all other publicly consumed messaging.

Documenting Public Input

We recognize the need to ensure that all comments received during the life of the project are documented and catalogued as this will inform the work of the project team. For this reason, we will document all comments received through our various engagement activities. Comments received at public meetings, through the stakeholder interviews, at pop-up events, or posted on our Facebook page, will be documented, catalogued by name of stakeholder or group and include pertinent contact information.

Our team will conduct eight (8) Community Workshops/Town Halls will take place to coincide with key project milestones. The format for the Community Workshops/Town Halls will be structured to be participatory, engaging and meaningful to those attending.

Having coordinated numerous public hearings, community meetings and workshops for past projects, we are sensitive to the detail that must be employed in setting up such events. To aim for maximum participation, for example, accessible and well-lit locations must be selected, and dates and times should be carefully chosen taking religious and secular holidays, County meetings and other local events into consideration. All efforts must be made to achieve a level of comfort for participants such as providing informational handouts to name tags and sign-in sheets. The logistics for the public meetings will typically include

- Reserving locations
- Obtaining information on parking, lighting, seating, required audio or amplification equipment, security and insurance
- Providing translated materials where necessary
- Arranging for interpreters and simultaneous interpreting equipment
- Drafting and distributing invitations or notices
- Developing visual presentation material
- Preparing and maintaining sign-in sheets
- Meeting attendance & facilitation (includes capturing comments)
- Assuring the sufficient supply of hand-out materials
- Recording comments of attendees

Our team will ensure a range of appropriate meeting notifications that may include direct mail, eblasts, door-to-door distribution, advertisements, digital media and social media.

Our team is prepared to present materials related to all project activities, which includes presenting to the Housing Advisory Committee, and other relevant parties. We are also available to support County staff with study session materials and facilitation for these entities related to the development and implementation of an inclusionary housing ordinance. We will be responsive to requests for meetings, materials, and information from key County department and division staff pertaining to any issues, program-specific information, or data collection, sources, and/or analysis.

Stakeholder Interviews

As part of developing a baseline community engagement for project, we will conduct at least one resource meeting with local housing and community development stakeholders, including housing developers. The purpose of these interview/focus groups is to hear first-hand from important project stakeholders about their priorities for the project prior to the initial Public Workshops/Town Halls. In this way, the project team will have advance notice from a cross section of stakeholders already involved in the project about what some of the key “hot-button issues” will be and will gain some insights into how to develop the path forward.

Elected Officials Briefings

As part of the stakeholder interview process, it is critical that elected officials be regularly updated on the project. In doing this, we can provide the elected officials staff with a “dry run” of the materials to be presented to the public. These meetings represent key opportunities to disseminate project updates and to provide a forum where the project team can share information with the elected officials’ offices.

Website and Social Media

As part of the stakeholder engagement strategy, website surveys and social media will be used throughout outreach efforts to complement more traditional public engagement approaches. To encourage participation and project buy-in from the surrounding community, Facebook and Twitter will be utilized. A Facebook page will display the latest project news and will be used to create “Events” that will be publicized via geographically targeted Facebook ads to

ensure greater participation at community workshops and pop-up events. As mailing lists are compiled throughout the life of the project, Facebook's custom audience feature can also be leveraged to target and engage stakeholders. In addition to ads, Facebook Live will be harnessed to help raise visibility of the project's page given that Facebook's algorithm gives priority to live videos. Live videos will feature snippets of community engagement events like the workshops, intercept interviews, and pop-up events.

Twitter, a primarily news focused platform, will feature up-to-the-minute project information and live tweeting from workshops and other public engagement events. Stakeholders will be encouraged on other platforms to follow the project's twitter account for information as it is happening at meetings and events, further encouraging feedback and engagement. Twitter will also be used to publicize other social media platforms for unique content.

Presentation and Collateral Material Development

Compelling, interesting collateral materials remain a primary means of informing and educating the public. These materials must be able to both translate technical information and motivate further participation. To help engage a larger set of stakeholders, our team proposes taking a visually-centric approach to creating informational materials including Flyers to advertise meetings, Fact Sheets and Frequently Asked Questions (FAQs) in anticipation of the kickoff meeting. Visually appealing, easy to understand information boards for meetings and presentations should also be produced to help illustrate project milestones. Images and infographics will be used to create engaging materials that can be distributed at events and can be shared electronically as well.

Deliverables: Public information and outreach materials (5.8.1.8)

Meetings: Land Use Advisory Committees/Neighborhood Design Review Committees (5.9.2.3)
Resource meeting with local housing and community development stakeholders, including housing developers (5.6.1.1)
Housing Advisory Committee (HAC) workshop (5.6.1.3)
Community workshops with LUACs and NDRCs (5.6.1.2)

5.7 BOARD OF SUPERVISORS, PLANNING COMMISSION, AND HOUSING ADVISORY COMMITTEE

Our team is prepared to present materials related to all project activities, which include presenting to the Housing Advisory Committee, Planning Commission, and the Board of Supervisors. We are also available to support County staff with study session materials and facilitation for these entities related to the development and implementation of an inclusionary housing ordinance.

LeSar Development Consultants acknowledges that it meets all of the pre-qualifications and licensing requirements as set forth in Request for Proposals #10650.

Key Staff Persons**Diana R. Elrod**
**Senior Principal
Project Role**

- Designated Project Manager, Policy Lead and Technical Expert

Diana Elrod is a community development expert, providing services in the area of policy analysis and program development, with a special emphasis on land use implementation and strategic planning. Since 2000, she has helped cities and counties throughout California with a broad range of undertakings, including Housing Elements, Consolidated Plans, zoning changes to facilitate the development of affordable housing, and other policy and programmatic activities. She has a broad range of experience in public sector planning, beginning in the 1980s with her public development work in New York. She is active in the State legislature, providing testimony on the effects of proposed laws on the practice of planning professionals, and authors several reports and studies on housing trends every year. Born and raised in the Midwest, Diana has a Master of Science Degree in Urban Planning from Columbia University (1986), A Master of Arts Degree in Philosophy and Religion from the California Institute of Integral Studies (2011), and an undergraduate degree from Oberlin College (1983).


**Artemis Spyridonidis
Senior Associate
Project Role**

- Policy Research

Artemis Spyridonidis is covering housing policy issues, including structural solutions to the housing affordability crisis, Consolidated Plans, Housing Elements, accessory dwelling unit policy implementation, and regional issues across the state of California. After receiving degrees in Political Science and Spanish from Bridgewater State University in Massachusetts, she worked for the late Congressman Joe Moakley before moving to San Diego. During her prior employment with then-Councilmember Toni Atkins, she handled housing and homelessness policy. She then went on to work in the San Diego Housing Commission's Housing Finance and Development Department before attending law school at the Thomas Jefferson School of Law. Ms. Spyridonidis also serves as a board member of the City Heights CDC, C3, and Circulate San Diego.


**Reza Mortaheb
Research Analyst
Project Role**

- Research and Analysis

Reza Mortaheb is an architect, urban planner, and urban researcher. Mr. Mortaheb has more than five years of experience in urban planning research and practice. His most recent position was at the New Jersey Innovation Institute where as a researcher, planner, and GIS analyst he contributed to the TAB Program helping distressed communities revitalize underutilized or vacant industrial and manufacturing sites and buildings. Reza's area of focus is federal housing policies and Accessory Dwelling Units (ADUs). Mr. Mortaheb holds a Master's degree in architecture from Azad University (2005) and a Master of Science degree in Urban and Regional Planning from KTH Royal Institute of Technology in Stockholm (2011). He is a PhD candidate in the Urban Systems Program at the New Jersey Institute of Technology and Rutgers University.





Barbara E. Kautz

Partner

Project Role

- Ordinance and Manual Drafting

goldfarb lipman
attorneys

Barbara E. Kautz practices in the areas of land use (especially housing-related land use), CEQA compliance, real estate, economic development, fair housing, and affordable housing. She has assisted public agency clients in a wide variety of matters including compliance with planning and zoning law, real estate transactions, redevelopment dissolution issues, loan and homebuyer documents for affordable housing, CEQA disputes, and compliance with the Fair Housing Act and Fair Employment and Housing Act. She represents nonprofit and for-profit developers regarding land use entitlements and real estate transactions. Before becoming an attorney, Ms. Kautz worked for 30 years as a planner, planning director, community development director and assistant city manager, concluding her career as Community Development Director and Assistant City Manager for the City of San Mateo. During that period she served on the Board of Directors for the League of California Cities and on the Board of Directors for the American Planning Association, California Chapter.



Eric Phillips

Attorney

Project Role

- Ordinance and Manual Drafting

goldfarb lipman
attorneys

Mr. Phillips practices in the areas of land use, affordable housing, real estate, and CEQA compliance. In addition to experience drafting inclusionary housing and tenant protection ordinances, Mr. Phillips represents clients in all phases of the development process, including property acquisition, entitlement and administrative approvals, CEQA compliance, fair housing compliance, and negotiating real estate disputes. Specifically, Mr. Phillips serves as special counsel to numerous public agencies and provides advice on writing ordinances and legislative findings related to zoning, subdivisions, inclusionary housing programs, and impact fees. He also assists private clients to successfully obtain subdivision maps, density bonuses, development agreements, and other land use approvals. In both roles, Mr. Phillips has worked with various clients to negotiate and close purchase and sale agreements, draft loan agreements, create below-market-rate rental and for-sale programs, perform property diligence, craft residential preference programs, and work with technical consultants to prepare Draft and Final EIRs.



Kathleen Head

Managing Principal

Project Role

- Economic feasibility subject matter expert



KEYSER MARSTON ASSOCIATES

Kathleen Head is a Managing Principal of Keyser Marston Associates, Inc., (KMA) a firm that provides economic consulting services to public and private sector clients. Since joining the firm in 1983, Ms. Head has analyzed the feasibility of a wide variety of real estate developments. Ms. Head manages the housing related services performed by the KMA Los Angeles office, and has extensive experience in programs creation, policy analysis, feasibility evaluations, and transaction structuring. Ms. Head has analyzed projects utilizing tax-exempt financing, low income housing tax credits, as well as various local, state and federal assistance packages. Ms. Head is a graduate of the University of California, Los Angeles, with a Bachelor's degree in History and Master's degrees in Business Administration and Urban Planning. She has spoken at California League of Cities conferences, the NAHRO conferences, American Planning Association conferences and at the UCLA Anderson School Real Estate Development course.



Tim Bretz
Manager
Project Role

- Economic feasibility and research expert



Mr. Bretz is a Manager in the Los Angeles office of Keyser Marston. Since joining the firm in 2008, Mr. Bretz has provided public, private and non-profit clients with real estate economic analysis for a wide variety of land uses. Mr. Bretz has analyzed real estate transactions and conducted many economic studies for a number of clients. These analyses include the structuring of market-rate and affordable housing transactions, the selection of private development teams for publicly-funded real estate projects, fiscal and economic impact analyses, project feasibility analysis, and residential and non-residential affordable housing nexus studies. During his tenure in the Keyser Marston Los Angeles office, Mr. Bretz has assisted more than 50 public, private, and non-profit clients. Public sector clients Mr. Bretz has assisted include Anaheim, Culver City, Huntington Beach, Long Beach, Los Angeles, San Bernardino County, San Diego, Santa Ana, Santa Cruz, Santa Monica and West Hollywood

Experience & References

The team has a proven track record of work on a range of federal and local projects and will work together seamlessly to complete the background research, stakeholder outreach, economic feasibility analyses, policy recommendations, and presentations/study sessions to produce a responsive, actionable, and flexible Inclusionary housing ordinance.

LeSar Development Consultants (LDC)

LDC, the prime consultant, has extensive experience preparing financial analyses for local government jurisdictions within California, as well as developing housing policy recommendations to meet regional, state, and federal housing law. This work includes developing financing strategies, analyzing public housing portfolios, conducting site and financial feasibility analyses, and creating master development program strategies. Our work plans for public agencies and elected officials have been implemented with incredible success. LDC works to actively bring the policy direction of HUD down to the local governmental level by creating local government work plans that position the localities to move on federal housing policy direction. LDC has done this in the areas of transit-oriented development; homelessness systems change; acceleration of housing production and reduction of costs; public housing mixed finance; and leveraged community development finance.

LDC has completed and ongoing projects in the following jurisdictions:

Client Engagements			
City of Cupertino	City of Riverside	City of National City	County of San Diego
City of Del Mar	City of San Diego	City of Palo Alto	County of San Bernardino
City of El Cajon	City of San Jose	City of Pasadena	County of Santa Clara
City of Fresno	City of Visalia	City of Pomona	Tulare County
City of Lemon Grove	City of Vista	City of Mountain View	County of Monterey
City of Los Angeles	County of Los Angeles	City of Napa	County of Napa

LDC is experienced in developing measurable and implementable goals to address fair housing issues and impediments, as well as with developing policies and assessing the financial feasibility of innovative affordable housing strategies. This includes deep knowledge of HUD planning requirements and experience conducting robust and implementable Analyses of Impediments (AIs) and Consolidated Plans. We have developed multiple AIs that use the Communities of Opportunities model (the basis for the AFFH rule) and are expertly skilled in gathering and analyzing housing data and assessing fair housing needs. LDC has also worked with the San Diego Housing Commission to create a three-year work plan to facilitate transit-oriented affordable housing development.

Members of our team have managed the development of capital from the Bay Area Transit Oriented Affordable Housing Fund for a variety of affordable housing and community facilities projects in the Bay Area.

Keyser Marston Associates (KMA)

KMA has assisted over 25 cities and counties with their inclusionary housing programs. Services range from limited tasks such as analyses that support in-lieu fees to the full design of a new inclusionary program with all of its ordinance and implementation provisions. The Los Angeles office has completed inclusionary housing assignments for:

Burbank	Glendale	Pasadena	Santa Ana
Campbell	Huntington Beach	Oceanside	Santa Clarita
Chino Hills	City Los Angeles (not adopted)	Rancho Cucamonga (not adopted)	Santa Cruz
Claremont	County of Los Angeles (in progress)	San Buenaventura	Santa Paula
Dana Point (not adopted)	San Jose	Duarte	West Hollywood

KMA employs its real estate expertise to adapt new or revised programs to local market conditions and policy objectives. As part of its inclusionary work, it is KMA’s practice to evaluate the financial feasibility of on-site and in-lieu fee requirements. This approach ensures that the program parameters are feasible and are appropriate.

In addition to undertaking feasibility analyses as part of developing inclusionary programs, KMA has a robust practice in evaluating the development economics of individual projects in which the entitlement agreement entails public investment and the potential for an affordable housing contribution. From this practice, the firm understands construction costs, financing structures, and the “feasibility gap” associated with developing affordable units.

Since the *Patterson* and *Palmer* court decisions, KMA has worked with clients to modify programs and prepare support materials in light of the new legal environment. The firm also works with attorneys on new programs and major updates, jointly analyzing the various ways rulings could affect fee levels and other aspects of affordable housing requirements placed on new residential projects. KMA is currently working with attorneys to craft inclusionary housing programs that comport with the requirements imposed by AB 1505.

Goldfarb & Lipman LLP (GL)

Goldfarb & Lipman is a leader in the drafting and administration of inclusionary ordinances and guidelines. We have drafted inclusionary ordinances for many cities and counties, completed administrative guidelines when desired, drafted fee resolutions, and then drafted the legal documents (developer agreements, rent regulatory agreements, homebuyer documents, loan agreements) required to implement the desired program. We typically establish long-term working relationships with our clients, assist in ordinance amendments as economic conditions change or new laws are adopted, and provide ongoing advice on implementation of these complex programs. Recent clients in this line of business include the following:

Adopted Inclusionary Ordinances: Counties of Marin, Napa, and Santa Cruz. Cities of: Belmont, Cupertino, East Palo Alto, Emeryville, Fremont, Hayward, Palo Alto, San Carlos, Solana Beach.

Adopted Administrative Guidelines: County of Santa Cruz, Cities of Belmont, Cupertino, Salinas.

Inclusionary Ordinances and Guidelines in Process: Cities of Encinitas, Monterey, Richmond.

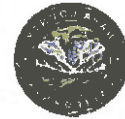
The above list is representative of the public agency clients we have represented. Our scope may be limited to drafting of documents or extend to presentation of initial options to the public, Planning Commissions, Boards of Supervisors, and City Councils. We often work closely with economic consultants and review their work for legal adequacy. Because of the large number of public agencies that we have worked with, we are familiar with the many alternatives used by cities and counties in drafting their ordinances. In drafting inclusionary ordinances, our goal is to represent accurately the desires of the community and to ensure that the ordinance will be legally defensible.

Representative Projects and References

The representative projects provided below were selected because of their relevance to the proposed scope of work for developing an Inclusionary Housing Policy. Some of the specific practices and protocols that our firms have developed and implemented on behalf of the requesting entities are included.

LeSar Development Consultants

County of Napa



Contact Information:	Molly Rattigan Deputy County Executive Officer Phone: (707) 253-4112 Email: Molly.Rattigan@countyofnapa.org
Project:	Multi-Year Action Plan for Affordable Housing; on-going affordable housing services
Start and Completion Date:	2007- ongoing
Brief Description of services provided and firm's role:	LDC drafted a Multi-Year Action Plan for the joint Napa City/County Affordable Housing Task Force to help them prioritize their housing resources and create a five-year financial plan for how to best target housing investment in a declining economy. This involved facilitation of collaborative discussions and development of partnership relationships. In addition, LDC has set up their lending and asset management systems, and provides a wide range of housing policy and program assistance
Staff assigned:	Jennifer LeSar, Artemis Spyridonidis, and Liz Tracey

San Diego Housing Commission



Contact Information	Deborah Ruane Senior Vice President Phone: (619) 578-7566 Email: debbier@sdhc.org
Project:	<i>Addressing the Housing Affordability Crisis in San Diego and Beyond: An Action Plan for San Diego Civic Leaders</i>
Start and Completion Date:	May 2015 – May 2016
Brief Description of services provided and firm's role:	For this scope of work, LDC crafted an action plan for the Housing Commission with extensive input and review from housing industry leaders. The report includes programmatic and tactical action steps to address the rising costs and inadequate supply of housing in San Diego, one of the country's least affordable housing markets. The report recommendations aim to boost production and reduce costs for both affordable and market rate housing.
Staff assigned:	Jennifer LeSar, Artemis Spyridonidis

City of Del Mar



Contact Information:

Kathleen A. Garcia
Planning and Community Development Director
City of Del Mar
Email: Kgarcia@delmar.ca.gov

Project:

“22 in 5” Affordable Housing Implementation Program

Start and Completion Date:

May 2017 - Present

Brief Description of services provided and firm’s role:

LDC serves as a strategic advisor to the City of Del Mar to develop its “22 in 5” affordable housing implementation program, which is focused on helping the City produce or attain 22 affordable housing units within five years to meet its Regional Housing Needs Allocation requirements. LDC, in partnership with Keyser Marston Associates, conducted an assessment of the City’s existing housing stock to identify and prioritize opportunities for the acquisition, rehabilitation, or conversion of available units, and worked with the City to develop recommendations for priority projects and their implementation. LDC also conducted outreach to property owners and led presentations for city officials. LDC is currently engaged in the subsequent phases of the project, which include an assessment of available land for new development and the development of a housing capital plan.

Staff assigned:

Artemis Spyridonidis, Reza Mortaheb

City of Lafayette



Contact Information:

Ms. Niroop Srivatsa
Planning and Building Services Director
City of Lafayette
Email: nsrivatsa@lafayette.ca.us

Project:

Inclusionary Housing Ordinance

Start and Completion Date:

2008 - ongoing

Brief Description of services provided and firm’s role:

Prior to joining LeSar Development Consultants, Diana Elrod served as a project manager for an inclusionary housing ordinance, which included rental and home ownership housing. In that role, she oversaw consultants conducting affordability nexus studies and put together a program to align redevelopment law with inclusionary priorities that extended beyond the redevelopment area to cover the downtown corridor. The project also included an outreach and community engagement initiative, which resulted in the project being put on hold until after the “Palmer fix” went into effect. The ordinance was later recrafted to focus on ownership housing and passed by City Council. In 2018, the ordinance will be re-drafted to, once again, allow for inclusionary to be applied to rental housing.

Staff assigned:

Diana Elrod

City of Belmont



Contact Information: Thomas Fil
Finance Director
City of Belmont
Email: tfil@belmont.gov
Project: Inclusionary Housing Ordinance

Start and Completion Date: 2016-2017
Brief Description of services provided and firm's role: Ms. Elrod served as a strategic advisor to the City of Belmont from 2015 to 2017, providing counsel on an inclusionary housing ordinance among other projects. In that capacity, she reviewed the work of consultants on a project to develop in lieu fee amounts to negotiate with developers. She also collaborated with Goldfarb Lipman to help City Council and the Planning Commission understand the components of the inclusionary program, how it would impact the City, and under what scenarios to apply in lieu fees rather than build housing. The ordinance passed, and has allowed the City to leverage additional funding for projects through negotiation with developers.

Staff assigned: Diana Elrod

Keyser Marston Associates

City of Huntington Beach



Contact Information Kellee Fritzal
Deputy Director of Economic Development
Phone: (714) 374-1519
Email: kfritzal@surfcity-hb.org

Project: Inclusionary Housing
Start and Completion Date: 2007- Present
Staff assigned: Kathe Head

City of West Hollywood



Contact Information: Mr. Peter Noonan
Rent Stabilization and Housing Manager
Phone: (323) 848-6596
Email: pnoonan@weho.org

Project: City's Inclusionary Housing Ordinance

Start and Completion Date: April 2012-July 2015

Brief description of services provided and firm's role: KMA prepared reports to assist the City of West Hollywood in modifying components of the City's Inclusionary Housing Ordinance. The analyses included the following components:

1. **KMA prepared an overview of the existing residential market conditions and likely changes as the region emerged from the real estate downturn;**
2. **KMA evaluated the program's existing household income requirements, and an identified an alternative structure tailored to the local conditions in West Hollywood at levels designed to not adversely impact the likelihood of new development;**
3. **KMA examined the issues associated with allowing residential projects of any size to pay an in-lieu fee;**
4. **KMA identified and evaluated alternative development options to fulfill the affordable housing requirements;**
5. **KMA prepared residential and commercial nexus analyses to establish the maximum affordable housing impact fee levels;**
6. **KMA prepared a comparison of the on-site inclusionary units developed versus the affordable units created by the in-lieu fee revenue in combination with outside leveraging sources; and**
7. **KMA identified potential uses for the revenues generated by in-lieu fee payments.**

Staff assigned:

Kathe Head

City of Claremont



Contact Information:

Brian Desatnik
 Formerly the Community Director for the City of Claremont. Currently the Director of Development Services for the City of Redlands
 Phone: (909) 798-7593
 Email: bdesatnik@cityofredlands.org

Project:

Inclusionary Housing

Start and Completion Date:

2008 - Present

Brief Description of services provided and firm's role:

Services provided by KMA include the following:

1. **In 2008 KMA prepared an assessment to determine the inclusionary housing obligations that could be applied on a financially feasible basis for ownership housing and apartment development;**
2. **In 2010 KMA prepared an evaluation of the in-lieu fee amount that could be supported by ownership housing development on a financially feasible basis;**

3. In 2012 KMA assisted the City in restructuring the Inclusionary Housing Ordinance to reflect changes in the residential market place, and to eliminate the requirements for rental projects due to the prohibition imposed by the Palmer decision;
4. In 2014 KMA created an Administrative Procedures Manual that guides the implementation of the Inclusionary Housing Ordinance; and

Between 2014 and the present, KMA has assisted the City in implementing the affordable housing requirements imposed on proposed ownership housing projects and updating the household income limits and affordable sales price calculations.

Staff assigned:

Kathe Head

City of Santa Cruz



Contact Information:

Carol Berg
Housing and Community Development Manager
Phone: (831) 420-5108
Email: cberg@cityofsantacruz.com

Project:

City's Inclusionary Housing Policy as it pertains to the Development of Rental Projects

Start and Completion Date:
Brief Description of services provided and firm's role:

2016 - Present

1. KMA compiled information regarding recent trends in residential development within Santa Cruz;
2. KMA created three rental project prototypes, and prepared conceptual pro forma analyses, for use in establishing supportable housing impact fees for different rental product types; and
3. KMA subsequently evaluated two apartment projects being proposed for development to assess the financial feasibility of the impact fee being proposed for use by the City.

Staff Assigned:

Kathe Head

County of Los Angeles



Contact Information:

Connie Chung
Supervising Regional Planner
Email: cchung@planning.lacounty.gov

Project:

Inclusionary Housing Analysis for Ownership Housing and Apartment Development

Start and Completion Date:

January 2017 - Present

Brief Description of services provided and firm's role:

In January 2017 KMA was engaged by the County of Los Angeles as part of a consultant team lead by LeSar Development Consultants to create an Affordable Housing Action Plan for the unincorporated County areas. As part of this engagement, KMA prepared an inclusionary housing analysis for ownership housing and apartment development, and nexus analyses to establish supportable impact fees. As part of this engagement, KMA completed the following analyses:

1. Six submarkets within the unincorporated County were identified in conjunction with the consultant team and the County staff;
2. KMA compiled sales and rent data for recent development in each submarket for use in affordability gap analyses;
3. KMA prepared financial feasibility analyses using KMA's proprietary pro forma models to devise recommendations regarding the following inclusionary housing requirements:
 - a. The threshold project size that will trigger the inclusionary requirements;
 - b. The percentage of affordable units that will be required to be provided;
 - c. The income and affordability restrictions that will be imposed;
 - d. The treatment of inclusionary requirements that result in fractional units;
 - e. The comparability standards that will be imposed on inclusionary units;
 - f. Off-site alternatives to developing the inclusionary units on site within a market-rate project; and
 - g. Identification of project types that may be exempt from the inclusionary housing requirements.

Staff assigned:

Kathe Head

Violations

LeSar Development Consultants has no violations, corrective action notices, enforcement actions or orders, warning notices, writings, or other forms of permit violation/non-compliance documentation (such as OSHA) received by our organization or any business organization owned or operated by the LeSar Development Consultants which are its parent company and/or subsidiaries, from any public agency during 2005 up to and including the present day.

LeSar Development Consultants confirms that this proposal is inclusive of all elements necessary for a turn-key project.



Catherine A. Romanas, Director of Operations

Proposed Project Timeline

The proposed project timeline has been included on the following page.

Data Management & Data Security

LeSar Development Consultants and our team will share and store files through an upgraded Dropbox for Business platform which provides multiple layers of protection, including secure data transfer, encryption, network configuration, and application-level controls distributed across a scalable, secure infrastructure. Dropbox has certified its data centers, systems, applications, people, and processes through a series of audits by an independent third-party and maintains accreditations through the International Organization for Standardization (ISO), Service Organization Controls (SOC), CSA STAR, and is HIPAA/HITECH compliant. We will ensure data security by securely storing files and encrypting transfers of data.

SECTION 5 – STATEMENT TO SERVICE ENTIRE COUNTY

LeSar Development Consultants and our team are available to provide services to: Pajaro, Castroville, Royal Oaks, Salinas, Monterey, Carmel Valley, Marina, Seaside, Prunedale, Aromas, Soledad, King City, and as far reaching in the South County as the San Louis Obispo County border.

Additional locations will include travel time billed at the IRS mileage rate (currently .545 per mile) or actual ground transportation costs, with all additional travel expenses billed at actual cost. Additional hourly fees for consultant time will also apply.

SECTION 6 – ENVIRONMENTALLY FRIENDLY PRACTICES

LeSar Development Consultants institutes a number of protocols and practices to reduce our firm's impact on the environment, reduce vehicle miles traveled, and promote environmental sustainability. This includes employing a transit pass rebate program for all firm employees, using energy efficient computers, limiting printing of materials that can be transmitted or distributed via an electronic transfer, and using recycled paper and other eco-friendly office products where possible. Our firm will work with the County's Project Manager to determine the appropriate schedule and location(s) for in-person meetings. Our goal will be to limit meetings that require extensive travel by utilizing teleconferencing or videoconferencing services as needed. Where travel is required, our firm will work with the Project Manager to select meeting locations that provide alternatives to single occupancy vehicle travel and we will coordinate with subconsultants, and stakeholders to promote carpooling, ridesharing, active transportation, and transit options to reach destinations.

LeSar Development Consultants is not currently a 'Green Certified' Business.

SECTION 7 – PRICING (ATTACHMENT A) & WARRANTY

		Total Cost Per Task
5.0 Project Initiation	2%	\$ 2,675
5.2 Review of Existing Ordinance	2%	\$ 2,715
5.3 Examination of Data	16%	\$ 27,230
5.4 Affordable Housing Nexus Studies	20%	\$ 32,980
5.5 Conclusions and Recommendations	24%	\$ 40,935
5.6 Citizen Participation and Consultation	17%	\$ 29,420
5.7 Board Of Supervisors, Planning Commission, And Housing Advisory Committee	20%	\$ 32,970
	TOTAL HOURS	\$ 826
	SUBTOTAL AMOUNT	\$ 168,925
Reimbursable (mileage, parking, translation services, printing, etc.)		\$ 6,720

TOTAL COST INCLUDING REIMBURSABLES	\$ 175,645
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SECTION 8 - EXCEPTIONS

EXCEPTION TO MONTEREY COUNTY SOLICITATION #10650

Below are exceptions that we believe relate to a prior RFP template from which this release was adapted from:

- Page 11 6.1 The term of the AGREEMENT(s) will be for a period of 24 years with no options to extend the AGREEMENT for an additional two (2) one year periods.
- Page 7 2.9 Request for Proposal #10650 will establish services ... in the course of providing CARPET INSTALLATION services.
- Page 14 Warranty: CONTRACTOR shall specify the warranty period for the materials and guarantee the workmanship of all items proposed. After the award, the CONTRACTOR shall promptly remedy all defects without cost to the County that may appear within this period. CONTRACTOR shall also specify if extended warranty is available and submit the extended warranty term period and associated cost.
- Page 15 Bond the selected CONTRACTOR shall maintain and provide evidence that they have Fidelity Bond Insurance in an amount at least equal to Two Million Six Hundred Thousand Dollars (\$2,600,000) at the time the contract is executed.

DIANA R. ELROD

386 FRANCONIA STREET • SAN FRANCISCO, CA 94110
PHONE 415.214.2248 • DianaRElrod@gmail.com

Effective March 2018, Diana Elrod will be joining LeSar Development Consultants as a Principal after serving as a sole proprietor in the San Francisco Bay Area. As a community development consultant, she provides services in the areas of policy analysis and program development, with a special emphasis on land use implementation and strategic planning.

Experience

1/2000 – present Consultant, San Francisco
Community Development, Land Use Implementation, and Strategic Planning

Author needs assessments, policy analyses, and legislative advocacy platforms on topics including inclusionary zoning, density bonuses, in lieu fees. Usher affordable housing projects from conception to construction. Educate stakeholders (local officials, community activists, etc.) on community development issues. Facilitate performance measure development and performance-based budgeting efforts. Expertise in community organizing, training and technical assistance. Provide strategic planning for preservation of assisted units to local jurisdictions. Assist in the creation of workforce development programs.

10/2011 – 6/2013 SolarCity Corporation, San Mateo, CA
Labor Compliance Manager

Initiated overhaul of labor compliance processes and procedures on public works projects, including affordable housing. Established preconstruction requirements to ensure compliance with State, federal ARRA and HUD Davis-Bacon projects. Created national protocol for prevailing wage compliance based on task, rather than title. Collaborated with Software Development, Operations, Payroll, Legal and Human Resources to ensure strict compliance with wage and hour laws. Developed national guidance and training for workers in the field, collaborating with Regional Vice Presidents, Regional Operations Managers, Commercial Development Team, and others. Key respondent on public works RFPs/RFQs nationally. Managed subcontractor compliance, communicating with awarding bodies, developers, State enforcement agencies, and subs.

9/1991 – 1/2000 Department of Housing, San Jose
Policy and Planning Administrator

Directed studies on housing issues, and established policies and programs to implement Departmental mission and values. Authored a variety of reports, studies and memoranda on a broad range of topics annually (Consolidated Plans, Investment Plans, etc.). Facilitated Core Service and Mission Alignment frameworks (“Investing in Results”) – a strategic planning process for City services. Developed long-range budget projections. Represented the City on legislative matters at the State and federal level; advocated for a variety of redevelopment, land use planning, and affordable housing funding reforms. Collaborated with others (governments, nonprofits, developers) on projects such as housing element reform, modifications to tax credit laws, policies on expiring Section 8 contracts, etc.

7/1990 – 9/1991 New York City Department of City Planning
Special Assistant to the Chairman/Director

Responsible for agency's role in \$67 billion capital planning process. Coordinated legal analyses of land use proposals. Provided oversight of Uniform Land Use Review Process and other planning implementation efforts. Developed key policies and programs related to environmental and land use issues. Advised Chairman/Director on broad range of planning concerns.

8/1988 – 7/1990 New York City Board of Standards and Appeals
Zoning and Financial Examiner

Responsible for all variance and special permit applications in NYC. Conducted primary land use reviews on projects, including financial feasibility, policy analysis, legal precedent. Developed real estate standards for determining "reasonable return on equity." Co-authored legal briefings with Board counsel.

Education

1/2004 – 12/2011 Master of Arts in Philosophy and Religion. California Institute of Integral Studies.

8/1984 – 5/1986 Master of Science in Urban Planning. Columbia University, Graduate School of Architecture, Planning and Preservation.

8/1979 – 5/1983 Bachelor of Arts. Oberlin College.



Artemis Spyridonidis

Senior Associate

EDUCATION

Juris Doctor
Thomas Jefferson
School of Law
2011

Bachelor of Arts
Political Science
Bridgewater State University
1999

Bachelor of Arts
Spanish
Bridgewater State University
1999

ASSOCIATIONS

(current)
**Citizens Coordinate for
Century 3**
Board Member
**City Heights Community
Development Corporation**
Board Member
Circulate San Diego
Board Member

ACHIEVEMENTS

Recognized as a "Woman Who
Moves the City" by San Diego
Magazine, 2008

PROFESSIONAL EXPERIENCE

SENIOR ASSOCIATE (2017 – present)

LeSar Development Consultants

Provide technical expertise, research and project management services for housing policy and housing development related projects.

ATTORNEY AT LAW (2013-2017)

Law Office of Artemis Spyridonidis

Corporate Counsel to For Profit and Nonprofit Corporations, including matters ranging from formation, federal, state, and local government filings; labor and employment; ABC licensing; contract drafting and review; real estate lease review; negotiations; litigation; board governance; Public Policy advisement.

LAW CLERK/RESEARCH ASSISTANT AND INTERPRETER - APPOINTED

U.S. District Court Southern District of California (2009-2013)

Researched legal issues and drafted complex motions; conducted Spanish-language client interviews; drafted discovery requests and responses; summarized and analyzed depositions and court transcripts.

CHIEF EXECUTIVE OFFICER

Business Improvement District (BID) Council (2006-2008)

Maintained relationships with elected officials and government agencies; acted as spokesperson for BID Council and Balboa Park December Nights in the US and in Mexico; established the board's first Legislative Committee, Governance Committee, and ADA Committee; created the organization's first strategic plan; represented the organization on several boards.

SENIOR PROGRAM ANALYST – REGULATION OF PROGRAMS

San Diego Housing Commission (2004-2006)

Administered, researched, and analyzed the City of San Diego's Condo Conversion policy; managed Community Development Block Grants; worked with HUD, the San Diego City Council, and the Centre City Development Corporation to improve access to affordable housing.

COUNCIL REPRESENTATIVE

Office of Councilmember Toni Atkins (2000-2004)

Drafted communications; represented the councilmember at community meetings; and researched and advised on legislative issues such as housing, social services, pension, and open government.



Reza Mortaheb

Research Analyst

EDUCATION

PhD Candidate, Urban Systems

New Jersey Institute of Technology and Rutgers University
2017 (Expected)

MSc in Urban and Regional Planning
KTH Royal Institute of Technology
2011

Master's in Architecture
Azad University
2005

PROFESSIONAL EXPERIENCE

RESEARCH ASSISTANT/PLANNER/ GIS ANALYST

NJIT TAB Program (Jan – June 2017)

Collaborated with the Technical Assistance to Brownfields Communities Program, known as NJIT TAB, which helps distressed communities revitalize underutilized or vacant industrial and manufacturing sites and buildings, responsible conducting research on a wide range of solutions for Brownfields redevelopment, such as Green Stormwater Infrastructure (GSI), Urban Agriculture, Healthfields, Infill Development, Sustainability-Resiliency, and Tourism; Devised planning tools to help communities regenerate brownfield sites, on the one hand, and achieve a sustainable living environment and preserve natural resources on the other hand, carried out literature review and wrote a report on Return on Investments (ROI) for Brownfield Redevelopment, and served as GIS analyst for various civil infrastructure and planning projects.

RESEARCH ASSISTANT

New Jersey Institute of Technology – Van Houten Library (May- August 2016)

Collaborated with the Digital Archive of Newark Architecture program, including information on specific buildings, architects, public art, public spaces, as well as images and textual materials, responsible conducting literature review on Newark's historic landmarks, analyzed relevant graphic and archival materials, and updated the relevant information for each landmark on the DANA interface

USER INTERFACE ANALYST

New Jersey Institute of Technology (May – June 2016)

Participated in the user interface evaluation project for two BLUNSO Tool Interfaces, solved a set of problems using the two interfaces, generated a comprehensive report on user experience and compared the tools in terms of navigation features, visualization of taxonomies, etc.

ADJUNCT INSTRUCTOR

New Jersey Institute of Technology (Jan – May 2016)

BARBARA E. KAUTZ
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Ms. Kautz is a partner at Goldfarb & Lipman with an emphasis of practice in inclusionary zoning, density bonus law, housing trust funds, land use approvals, redevelopment, housing elements, CEQA compliance, fair housing, and implementation of homeownership programs. She is the author of *In Defense of Inclusionary Zoning: Successfully Creating Affordable Housing*, 36 U.S.F. Law Review 971 (2002); and co-author, *Local Government Financing Powers and Sources of Funding*, in ABA Legal Guide to Affordable Housing (2d ed. 2011).

Agencies for which Ms. Kautz has drafted inclusionary ordinances include the cities of Hayward, Belmont, Cupertino, Salinas, Santa Cruz, San Carlos, Solana Beach, Palo Alto, and Fremont and the counties of Santa Cruz, Marin, and Napa. She has drafted administrative guidelines for the County of Santa Cruz and cities of Belmont, Cupertino, and Salinas. She has also assisted numerous jurisdictions in preparing and implementing documents for affordable housing programs.

Ms. Kautz is a frequent speaker on inclusionary housing, 2017 housing legislation (Housing Accountability Act, SB 35, and AB 1505), housing elements, homeownership programs, and density bonus law.

Professional Experience

Goldfarb & Lipman LLP, Oakland, California, 2004 – present.

Community Development Director and Assistant City Manager, City of San Mateo, California, 1987 - 2002.

Education

J.D., University of San Francisco Law School, *summa cum laude*.

M.C.P., University of California, Berkeley.

A.B., Stanford University, Phi Beta Kappa, *cum laude*.

**Professional & Volunteer
Affiliations**

State Bar of California. Fellow, American Institute of Certified Planners (FAICP). Member, American Bar Association, Section on State and Local Government. Member, American Planning Association. Member, Urban Land Institute. Member, Association of Environmental Professionals. Former Member, Boards of Directors, League of California Cities and American Planning Association – California.

ERIC PHILLIPS
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Mr. Phillips practices in the areas of land use, affordable housing, real estate, and CEQA compliance.

In addition to experience drafting inclusionary housing and tenant protection ordinances, Mr. Phillips represents clients in all phases of the development process, including property acquisition, entitlement and administrative approvals, CEQA compliance, fair housing compliance, and negotiating real estate disputes.

Specifically, Mr. Phillips serves as special counsel to numerous public agencies and provides advice on writing ordinances and legislative findings related to zoning, subdivisions, inclusionary housing programs, and impact fees. He also assists private clients to successfully obtain subdivision maps, density bonuses, development agreements, and other land use approvals. In both roles, Mr. Phillips has worked with various clients to negotiate and close purchase and sale agreements, draft loan agreements, create below-market-rate rental and for-sale programs, perform property diligence, craft residential preference programs, and work with technical consultants to prepare Draft and Final EIRs.

Finally, Mr. Phillips is a frequent presenter on state laws governing housing development, including: housing streamlining, the Housing Accountability Act, density bonus, fair housing, CEQA, and rent control.

Professional Experience

Goldfarb & Lipman LLP, Oakland, California, 2014 – present.

Latham & Watkins LLP, Los Angeles, California, 2012 – 2014.

MIG Inc., Berkeley, California, 2002-2008, Urban Planning Project Manager.

Education

J.D., U.C. Berkeley School of Law, Order of the Coif, 2012.

B.S., Urban and Regional Studies, Cornell University, 2002.

Professional & Volunteer Affiliations

State Bar of California. Member, American Bar Association, Forum on Affordable Housing & Community Development. Member, American Bar Association Section of State and Local Government Law.



Kathleen Head

Managing Principal

EDUCATION

Master's in Business
Administration and Urban
Planning
University of California Los
Angeles

Bachelor's in History
University of California Los
Angeles

PROFESSIONAL EXPERIENCE

Kathleen Head is the Managing Principal of the Keyser Marston Associates, Inc. Los Angeles office. Kathe joined the firm in 1983, and manages the firm's affordable housing practice. She also provides public and private clients with real estate economic analysis for a wide variety of land uses

KEY ROLE

Kathe plays a key role in structuring affordable housing transactions, strategy development, policy analyses and program creation for housing successors to former redevelopment agencies, cities and counties throughout California. She also actively participates in crafting California legislative housing initiatives. During her tenure at Keyser Marston, Kathe has assisted more than 100 public sector clients throughout California, and has also represented several clients in other western states. A representative sample of clients that she has assisted includes Long Beach, Anaheim, Burbank, Culver City, Los Angeles, Pasadena, Huntington Beach, Santa Ana and Costa Mesa.

SPECIFIC AREAS OF EXPERTISE

Affordable Housing Transactions

Kathe advises clients in structuring a wide variety of affordable housing projects, with transactions ranging from the complex leveraging and layering of multiple funding sources for multi-phased mixed-use projects, to the simple acquisition and rehabilitation of single buildings. Her involvement with projects ranges from the initial creation of RFP/Q's for developer solicitation, to the negotiation and implementation of the agreement that will guide the development.

Affordable Housing Strategies / Policies

Kathe has assisted in creating much of the major affordable housing legislation enacted by the State of California. Utilizing that expertise, she has assisted several cities in developing comprehensive strategies for fulfilling both the legal requirements and the client's policy goals and objectives.

Affordable Housing Programs

Kathe has participated in the creation of over 20 inclusionary housing programs. These programs are designed to assist the jurisdiction in fulfilling the affordable housing production requirements that were imposed by the California Redevelopment Law and the Regional Housing Needs Assessment goals imposed for Housing Element purposes. Her role includes the recommendation of the appropriate requirements to be applied by each jurisdiction, the accompanying economic burden analysis and in-lieu fees studies. Kathe has assisted numerous clients in the creation of home buyer programs, rehabilitation loan programs and programs targeting specific neighborhoods for a variety of affordable housing activities.

SECTION 10 - BONDS

LeSar Development Consultants is committed to maintaining all required insurance related to this project, but does not hold any bond insurance.

SCORE SHEET

RFP 10650 – Inclusionary Housing Ordinance

VENDOR NAME: LESAR Deloyed Consultants

REVIEWER NAME: David Spaur

DATE: 3-9-2018

Within the Scope of work total of 100 points is possible

Point shall be awarded as follows:

<u>Scoring Criteria:</u>	<u>Maximum Allotted Points</u>	<u>Awarded Points</u>
CONTRACTOR'S ability to meet the County's requirements.	35	35
CONTRACTOR'S Cost/Pricing	20	17
CONTRACTOR'S Support, Technical Services, and Training capacities	15	15
CONTRACTOR'S Experience, Proven track record (especially with other governmental entities) Qualifications, and References.	25	25
Local Preference	5	5
<u>Total Points Awarded/Score</u>		
Total overall points available	100	97