

Scope of Services, Exhibit A

REVISIONS TO SCOPE OF SERVICES

Task 11: Housing Element Update

Management

Task 11.1 Project Initiation and Project Management

Contractor will communicate with County staff via phone, email, and on-site meetings as needed throughout the project. Contractor will also prepare for and attend a virtual kick-off meeting to exchange information and initiate work. At the meeting, Contractor will:

- Determine staff contact protocol.
- Review and finalize the scope of work and schedule.
- Review Housing Element legal requirements and HCD practices.
- Identify stakeholders.
- Provide a list of data needs.

Task 11.1 Deliverables:

- Kickoff meeting agenda, data needs list, list of stakeholders, and meeting minutes (electronic copies).
- Agenda and notes for subsequent calls with staff (electronic copies).

Task 11.2 Document Review

Contractor will review documents relevant to the Housing Element Update to gain an understanding of local conditions and needs. Documents will include, but are not limited to:

- 2015–2023 Housing Element
- All past communication with HCD, including any findings letters
- General Plan
- Housing Element annual progress reports
- Zoning code
- Any other applicable programs and ordinances
- HUD Consolidated Plan 2020-25

Task 11.2 Deliverable:

- No deliverables are associated with this subtask.

Review of 2015-2023 Housing Element

Task 11.3 *Review 2015-2023 Housing Element*

Contractor will work with the County to determine the status, effectiveness, and appropriateness of the 2015–2023 housing programs. Contractor will gather and document all available information regarding specific accomplishments. Contractor will identify content to drop, change, or add. Findings from the evaluation will be detailed in a matrix to be included in the draft Housing Element and used as a basis for program revisions for the remainder of the planning period. Contractor will send the review matrix to the County to provide input before including it in the Administrative Draft Housing Element.

Contractor will ensure the format and organization of the 2023–2031 Housing Element matches the new General Plan format.

Task 11.3 Deliverable:

- Administrative draft of the Review of Previous Housing Programs chapter.

Housing Element Preparation

Task 11.4 *Needs Analysis*

Contractor will update the needs analysis pursuant to Government Code Section 65583 with data from the HCD preapproved data packet, 2010 (or 2020 if available) U.S. Census data, American Community Survey, and other relevant sources. Contractor will coordinate with staff to develop a current housing inventory and evaluate housing conditions using State-approved criteria. The updated needs analysis will include the following.

- Population and Demographics: Population trends and projections, race and ethnicity, and population age.
- Household Characteristics: Number, size, and type of existing households, and characteristics of lower-income households (including extremely low).
- Employment and Income: Employment by industry, occupation of employed residents, and income trends.
- Housing Stock Characteristics: Housing types and conditions, overcrowded households, and vacancy rates.
- Housing Costs and Affordability: Home sale price trends, rental costs, affordability for households at all income levels, and overpayment.
- Special Housing Needs: Special housing needs of persons with disabilities (including persons with developmental disabilities), seniors, large households, and female-headed households.
- Fair Housing Assessment (*new requirement*): An analysis of impediments to fair housing, pursuant to Assembly Bill (AB) 686. *This is now required for all Housing Elements adopted after 2021.*
- At-Risk Housing: Inventory and analysis of existing affordable units at risk of converting to market rate during the planning period.
- Opportunities for Energy Conservation: Pursuant to Senate Bill (SB) 375 and Assembly Bill (AB) 32, an inventory and analysis of opportunities to encourage the incorporation of energy-saving features, energy-saving materials, and energy-efficient systems and design for residential development.

Task 11.5 *Housing Resources and Opportunities*

The County currently has a draft RHNA of 7,645 units, which a substantial increase from 1,367 units assigned in the fifth cycle 2015-2023 planning period. Contractor will use the County's current Housing Element and review the land inventory

of vacant and underutilized sites to meet HCD's land inventory criteria. Contractor will work with County staff to determine additional sites that would be appropriate to rezone to meet any RHNA shortfall.

Task 11.5.1 Housing Parcel Identification Analysis

Contractor will use the current sites inventory as a starting point and work with the County to determine which sites are still viable RHNA sites based on new state law requirements, including, but not limited to the following:

- Additional analysis for sites smaller than one-half acre, larger than 10 acres.
- Additional analysis for underutilized sites.
- Identify if sites are publicly owned.
- Indicate whether a site has available or planned and accessible infrastructure.
- Contractor will also identify sites included in the past two housing element site inventories that, per AB 1397, are now required to allow affordable housing by-right (20 percent) in order to continue to count these sites in the inventory.

Based on initial conversations with County staff, Contractor assumes the County will need to identify sites to rezone to meet a potential RHNA shortfall. Contractor will work with County staff to determine sites that would be appropriate to rezone. The County will have three years from adoption of the Housing Element to complete this process. Contractor will use the ABAG/Metropolitan Transportation Commission (MTC) Housing Element Site Selection (HESS) tool in the development of the sites inventory as a way to cross-check traditional GIS analysis, but it would not replace it.

For this task, the approach is as follows:

- Incorporate the Regional Housing Needs Allocation prepared by ABAG for the 2023-2031 cycle.
- Document potential sites. Contractor will prepare an inventory, map, and analysis clearly illustrating Contra Costa County's capacity to accommodate the new RHNA. In keeping with state law, Contractor will document the realistic development capacity of each site and will prepare a map showing all identified sites.
- Investigate alternative RHNA credits. This includes analyzing the capacity for alternative RHNA credits for accessory dwelling units, guest quarters, preservation of existing at-risk affordable housing projects, and other similar, nontraditional RHNA credit opportunities.
- Ensure sites affirmatively further fair housing. Contractor will work with County staff to determine if the sites identified in the inventory are located throughout the unincorporated county in a manner that affirmatively furthers fair housing.

Task 11.5.2 Underutilized Site Analysis

Contractor will complete an analysis of nonvacant sites to potentially address a portion of the RHNA. As part of this analysis, Contractor will analyze the realistic development potential within the planning period by considering the extent that a nonvacant site's existing use impedes additional residential development, the jurisdiction's past experience converting existing uses to higher density residential development, market trends and conditions, and regulatory or other incentives or standards that encourage additional housing development on any nonvacant sites.

Task 11.5.3 Demonstrate the Feasibility of Infill and Densities Less Than 30 du/acre

Typically, this is done by reviewing similarly situated built projects in the unincorporated County and the neighboring communities, calling local developers, and reviewing proformas submitted to the County to infer development feasibility.

Task 11.5.4 Infrastructure Analysis

Contractor will work to determine if parcels included in the inventory have sufficient water, sewer, and dry utilities supply available and accessible to support housing development. Contractor will review existing general plan programs or other mandatory programs or plans to secure sufficient water, sewer, and dry utilities supply to support housing development on the site. The analysis will include sufficient detail to determine whether the service levels of water delivery/treatment systems and sewer treatment facilities are sufficient and have capacity to accommodate development on all identified sites in order to accommodate the RHNA.

Task 11.5.5 Financial and Programmatic Resources

Contractor will update financial, physical, and programmatic resources available for affordable housing programs, including local and state funding programs and private-sector resources. Contractor will assess current and potential housing programs to recommend future programs that will support the County's housing objectives.

Task 11.6 Electronic Housing Element Site Inventory Form

Pursuant to SB 6 (Chapter 667, Statutes of 2019), for a Housing Element adopted on or after January 1, 2021, an electronic copy of the final inventory of the land inventory parcels using HCD-approved Excel spreadsheets must be prepared and submitted to HCD with the Housing Element. Contractor will submit the completed spreadsheet to HCD upon adoption and finalization of the Housing Element.

Task 11.7 Fair Housing Assessment

AB 686 requires each city or county to take actions to overcome patterns of segregation, address disparities in housing needs and access to opportunity, and foster inclusive communities. Each jurisdiction will need to include an assessment of fair housing practices, examine the relationship of available sites to areas of high opportunity, and include actions to affirmatively advance fair housing. The California Tax Credit Allocation Committee/HCD Opportunity Maps will be included and are intended to display the areas, according to research, that offer low-income children and adults the best chance at economic advancement, high educational attainment, and good physical and mental health. The goal of AB 686 is to ensure available sites for low-income housing are in high resource areas rather than concentrated in areas of high segregation and poverty. It will be important to demonstrate adequate sites throughout the county and meaningful actions to overcome geographic disparities.

Task 11.8 Housing Constraints

Contractor will update the analysis of potential and actual governmental and nongovernmental constraints to meeting housing needs, including constraints to maintenance, improvement, and development of housing (pursuant to Government Code Section 65583(a)(4,5)). Potential constraints to be reviewed include any land use controls, fees and exactions, permit processing procedures, federal/state tax structure, building codes and code enforcement, land and construction costs, and the availability of financing from private, state, and federal sources, as well as County sources. Contractor will identify potential programs and strategies to reduce or remove identified constraints. This task will include all the analysis needed to comply with recent updates to state housing law.

Task 11.9 Housing Goals, Policies and Quantified Objectives

Contractor will work with County staff to update goals, policies, programs, and quantified objectives (pursuant to Government Code Sections 65583 et seq.) to address identified housing needs and constraints based on the effectiveness and continued appropriateness of existing programs, information received through public outreach, the analysis of constraints, and findings from the needs assessment. Programs will describe specific steps for implementation and will identify a time frame and responsible department. Programs will address:

- All new state requirements since adoption of the existing Housing Element
- Consistency and compliance with the rest of the County General Plan elements and community goals
- Development controls and regulatory incentives

- Housing opportunities for all County residents, including the elderly, those with disabilities, unsheltered persons, and other special needs groups
- Fair housing programs
- Sources of affordable housing funding
- Preserving and improving existing affordable housing
- Facilitating development of adequate housing and infrastructure to meet the needs of low- and moderate-income households in keeping with the regional fair-share allocation
- Mitigating any governmental constraints to providing and improving housing

Task 11.9 Deliverables:

- Administrative draft of the Needs Analysis chapter
- Administrative draft Housing Resources and Opportunities chapter
- Site inventory on HCD's Electronic Inventory Form
- Regional Fair Housing Assessment to be included in the Administrative Draft Housing Element
- Administrative draft of the Constraints chapter
- Administrative draft of the Goals, Policies, and Quantified Objectives chapter

Community Outreach

Focused and meaningful community engagement is an important part of the Housing Element update process. Government Code Section 65583(c)(7) requires: "The local government shall make a diligent effort to achieve public participation of all economic segments of the community in the development of the housing element, and the program shall describe this effort." Contractor recommends a community outreach program consistent with state and federal laws to solicit input from all segments of the community, including housing development professionals, residents, businesses, service groups, youth, seniors, and various stakeholders.

The extensive community outreach performed for Envision Contra Costa 2040 will be documented in the Housing Element as well as the public comments received. The following outreach plan is targeted to fill gaps and confirm information received through the Envision Contra Costa 2040 process.

Task 11.10 Service Provider Consultations

Due to the current Shelter-in-Place order, Contractor will conduct virtual service provider consultations with organizations representing different socio-economic members of the community and the region to identify housing needs. Contractor will work with County staff to develop a list of 10-to-12 organizations that serve the unincorporated areas of the county and will conduct a phone or email survey to discuss the issues and housing-related needs of their clients.

Task 4.1 Deliverable:

- Five-to-six completed consultations to include in the draft Housing Element.

Task 11.11 Focus Group Meetings

Contractor will work with County staff to conduct two focus group discussions: one with local non-profit housing developers and local service providers and organizations representing special needs populations and one with for-profit housing developers and finance professionals to discuss constraints to housing development. Contractor suggests holding these

focus group meetings during business hours to encourage higher attendance. Contractor suggests having two initial focus group meetings to kick off the Housing Element Update and gain feedback and then have two focus group meetings after Contractor have a public review draft to gain feedback on the draft document.

Contractor will prepare materials for the meetings and will collaborate with County staff to facilitate the discussion. County staff will take the lead in identifying potential attendees (with input and assistance from Contractor) and will invite groups directly via phone, e-mail, or mailing.

Task 11.11 Deliverable:

- Materials for and virtual attendance at two focus group meetings

Task 11.12 Planning Commission and Board of Supervisors Study Session and Hearings

Contractor proposes the following meetings since adoption of the Housing Element may precede the adoption of Envision Contra Costa 2040:

- A Board of Supervisor Study Session to discuss the new state laws and solicit input on site selection and other approaches to meeting the RHNA early on in the process.
- Four public hearings. One hearing each with the Planning Commission and the Board of Supervisors to present the Housing Element prior to submitting it to HCD; and then one public hearing to the Planning Commission to recommend adoption; and one public hearing to the Board of Supervisors for adoption of the Housing Element.

Task 11.12 Deliverable:

- Information for staff reports, PowerPoint presentations, and attendance at one study session and four public hearings.

Prepare and Finalize Housing Element

Task 11.13 Administrative Draft

Contractor will prepare a formatted Administrative Draft Housing Element for County staff for review as an electronic copy in Microsoft Word format. Any outstanding data still needed from the County will be flagged in the Administrative Draft Housing Element so it can be addressed during County staff's review. Contractor requests to receive one consolidated set of County comments on the Administrative Draft.

Task 11.13 Deliverable:

- One electronic copy (in MS Word) of the Administrative Draft Housing Element.

Task 11.14 Public Review Draft

Contractor will address staff comments on the Administrative Draft and reply to any questions. Contractor will incorporate comments and revisions from staff's review of the Administrative Draft, as directed. Contractor will then prepare and submit a Public Review Draft Housing Element to HCD and the general public for review and comment.

Task 11.14 Deliverables:

- One electronic copy (in MS Word and PDF) of the Public Review Draft Housing Element to the County and to HCD with a cover letter for their 60-day review.
- If required by HCD, one hard copy will be submitted to HCD.

Task 11.15 Adopted Final Housing Element

Contractor will prepare a final Housing Element that incorporates any changes to the Public Review Draft from County staff, HCD, or public comments received. The final deliverable will be consistent with the rest of the General Plan in all respects, including online publication.

Task 11.15 Deliverables:

- Electronic copies (in MS Word and PDF) of the final draft to the County and to HCD with a cover letter for their 90-day review. One clean version and one showing all changes made will be included.
- If required by HCD, hard copies (one clean version and one showing all changes made) will be submitted to HCD.
- Contractor will prepare a final draft, which will be provided prior to the final Planning Commission hearing, and prior to the final Board of Supervisor hearing that is proposed for adoption.

Task 11.16 State Certification

Contractor staff maintains working relationships with HCD reviewers and is familiar with HCD's processes, staff, and what steps need to be taken to ensure Housing Element certification. As such, Contractor will serve as the County's liaison to HCD. This service will include:

- Submittal of the draft Housing Element to HCD (60-day review).
- Calls and emails with HCD staff to discuss comments.
- Incorporating HCD's requested revisions.
- Submission of the final draft to HCD for review and approval (90-day review).

Task 11.16 Deliverables:

- Two submittals to HCD, including cover letters of the Housing Element with highlighted changes and additions (and printed copies, if required by HCD).
- Emails and memoranda to address HCD questions and comments, as needed.
- Memos with proposed revisions to the Housing Element resulting from HCD comments incorporated into the Housing Element in a tracked-changes format for review and approval by County staff.
- Environmental Review

Task 11.17 Initial Study / Negative Declaration

Contractor will prepare an initial study leading to a negative declaration (IS/ND) for the proposed Housing Element. Contractor will use the revised checklist from the 2022 CEQA Guidelines unless there is another format required by the County. The environmental analysis for the Housing Element will be provided at the programmatic level like that of the General Plan. This scope assumes that there are either no changes in zone, or that the changes would occur within the 3-year period allowable by law and would be evaluated for project-specific impacts at that time. In this instance Contractor understands that the County is updating the General Plan and that the EIR for that effort will address any changes in land use designation or zone district. Contractor will make maximum use of existing information from the General Plan EIR, local and regional documents, and information from other governmental agencies. While Contractor does not anticipate any significant impacts that would result in the need for mitigation measures, if needed, Contractor will craft mitigation measures based on previous approvals or industry best practices. The scope of work does not include any modeling (e.g., air quality, traffic) or site surveys (e.g., biological, cultural).

Contractor will prepare an administrative draft of the IS/ND, Notice of Completion, and notice of intent to adopt for publication for review by the County. The scope includes responding to one round of consolidated County comments. Contractor will prepare the public draft IS/ND in Adobe PDF suitable for posting on the County website. Three printed copies of the IS/ND will be provided for placement at the planning counter and project file. Either the County or Contractor will e-file the IS/ND with the California State Clearinghouse, along with Notice of Completion and e-file form required by the state. The scope assumes that Contractor will draft the notice of intent, but that the County will publish the notice to adopt the IS/ND and that the County will distribute the IS/ND to their regular list of agencies and interested parties.

Following the end of the 30-day public review period, Contractor will provide draft response to comments for the County to consider. The scope assumes a very small number of comments consistent with a policy-level document. Contractor will provide an administrative draft of the responses and create a public final IS/ND for consideration by the Board in adopting the Housing Element. Contractor will also provide a written summary of the environmental process for use in the staff report.

Contractor assumes two meetings (virtual) to review the comments on the administrative drafts and final IS/ND. Two additional conference calls are included to discuss issues that may arise during preparation of the IS/ND, and to report on status of the project. Contractor will attend two public meetings where the Housing Element will be considered to answer any questions regarding the environmental analysis.

Contractor will complete the administrative draft IS/ND within 3 weeks of the draft of the Housing Element that is sent to HCD for review, and the public draft within 1 week of receipt of all comments on the administrative draft IS/ND. The administrative final IS/ND will be completed within 3 weeks of receipt of all public comments, and the public final IS/ND completed within 1 week of receipt of comments on the administrative draft.

Following Board action Contractor will draft a Notice of Determination to be filed with the County Clerk. The scope assumes that the County will file the Notice of Determination and pay all applicable fees.

Task 11.17 Deliverables:

- Initial Study/Negative Declaration
- Notice of Intent to Adopt a Negative Declaration
- Response to Comments
- Summary Text of Environmental Process
- Mitigation Monitoring Program (if necessary)
- Notice of Completion to be filed with the County Clerk.

Task 11.18 SB 18 and AB 52 Consultation (Optional)

If requested by the County, Contractor will prepare the electronic request to the Native American Heritage Commission (NAHC) for a tribal contact list in accordance with SB 18. Based on the list from the NAHC, Contractor will draft letters on County letterhead to each of the tribes inquiring whether they want consultation. Simultaneously, Contractor will reach out to any tribes that have notified the County that they wish to be consulted as part of the AB 52 process. As consultation for AB 52 and Section 21080.3.1 of CEQA is a government-to-government process, it must be initiated by the local government agency, and counties are usually represented at the consultation(s). Contractor can facilitate and attend the consultation(s) if requested. This scope assumes that the consultations will be virtual. If an in-person meeting is needed the budget will need to be increased. Following the consultation meeting (or conference call), Contractor will provide the written outcome of the process and a record for the environmental documentation showing that AB 52 consultation has been completed. Completion of the AB 52 process is needed prior to circulation of the IS/ND for public review. Completion of the SB 18 process is needed prior to acting on the Housing Element. Contractor notes that while the SB 18 process has been initiated for the General Plan update, AB 52 is required because of the IS/ND. Contractor would recommend a new SB 18 process specific to the Housing Element to avoid any confusion.

Task 11.18 Deliverables:

- NAHC E-Request for Tribe List (SB 18)
- Draft letters for County Letterhead to identified tribes (SB 18 and AB 52)
- Facilitation, attendance, and documentation of requested consultation(s)
- Written results of consultation, including closure of AB 52 consultation(s)

Time to Complete: 60 – 90 days following submittal of draft Housing Element to HCD.

Task 12: Objective Design Development Standards (ODDS)

Project Kick-Off and Management

Task 12.1 Kick-Off Meeting

Contractor will prepare for and attend a Zoom-based kick-off meeting with County staff to initiate the Contra Costa County Objective Design Development Standards (ODDS) project. Agenda items will include:

- Scope, schedule, and budget review.
- Coordination of ODDS with General Plan and Zoning Ordinance updates and specific plan status decisions.
- Brief introduction to the type and quantity of ODDS graphics and illustrations consistent with the project scope and budget.
- Anticipated stakeholder outreach strategy.

Task 12.1 Deliverable:

- Kick-Off Meeting agenda and summary memorandum.

Task 12.2 Project Management

This task covers the Contractor's additional ODDS-specific project management responsibilities, including, but not limited to, four collaborative discussions with County staff.

Existing Design Direction and ODDS Strategy Memorandum

Task 12.3 Review of Existing Design Direction

Contractor will evaluate County documents to identify existing multifamily and mixed-use design guidelines, design and development standards, and community design priorities. We will identify subjective language and examples of objective approaches; redundancies, overlap, and/or inconsistencies among documents; and challenges and potential approaches to design guidelines for local geographies. Documents included in this assessment include, but are not limited to:

- Draft Envision Contra Costa 2040 Community Profiles to provide context for desired design priorities
- Area Wide Planned Unit Development (P-1) policies, including Development Standards, Design Guidelines and/or Conditions of Approval for the following:
 - Bay Point

- Contra Costa Centre/Pleasant Hill Bart
- El Sobrante
- Montalvin Manor
- North Richmond
- Rodeo
- Adopted Specific Plans, including:
 - Alhambra Valley Specific Plan
 - Dougherty Valley Specific Plan (pending City of San Ramon annexation status)
 - Pleasant Hill BART/Contra Costa Centre Specific Plan
 - Pittsburg- Bay Point BART Station Area Specific Plan
 - Rodeo Specific Plan
 - Shell Ridge Specific Plan
- Contra Costa County Zoning Code
 - Division 84, Land Use Districts
 - Division 814, Slope and Hillside Development

Task 12.3 Deliverable:

- ODDS Strategy Memorandum

Task 12.4 ODDS Strategy and Approach Memo

Contractor will develop a Memorandum with a strategy for the development of objective design standards based on our review of existing County design direction. The strategy will include:

- Countywide design priorities.
- Geographical assessment of multi-family and mixed-use land uses across communities.
- Major areas of subjective design guidelines requiring revision to objective standards.
- Gaps in design guidelines to be filled with new objective standards.
- Potential “placeholders” for future design guidelines in special areas (hillsides, waterways, etc.)
- Community-specific challenges to countywide design guidelines and potential approaches to those challenges.
- Proposed “limit of detail” of objective design standards that balances streamlining and control of community aesthetic.
- Description of the proposed final work product.

Stakeholder Engagement

Task 12.5 Stakeholder Engagement

Contractor will facilitate virtual meetings with up to three sets of stakeholders whose work is influenced by municipal design guidelines. Contractor will prepare meeting materials and document discussions. This scope assumes that County staff will identify appropriate stakeholders, provide contact information, and facilitate introductions. Stakeholders could include:

- County Staff Interviews. Contractor will interview 6 to 8 County planning staff to identify design elements that have proven critical to development review and approval, including height, reflectivity, awnings and façade elements, and others.
- County Staff Survey. Contractor will develop a short survey of County staff to increase the quantity of the type of feedback collected in the staff interview process.
- Local Developers. Contractor will interview 2 to 3 developers with local experience, including affordable housing developers, about design review in the county and the potential influence of objective standards on the approval process. We will record concerns, relevant experiences, and specific examples.
- Designers and Architects. Contractor will interview 2 to 3 architects and/or designers with local experience on built residential or mixed-use projects about their experience adhering to objective design guidelines and approaches to objective design guidelines that may hinder rather than maintain quality community design.

Task 12.5 Deliverable:

- Materials and Summary Memos for stakeholder meetings

County Planning Commission

Task 12.6 Planning Commission Study Session

Contractor will work with County staff to facilitate a virtual Planning Commission Study Session to briefly introduce the Commission to the ODDS background and process, and present critical issues and strategies resulting from Tasks 1 through 3. Following this status update, we will present a series of potential approaches for discussion and solicit feedback and direction from Planning Commissioners. This feedback would be integrated into Task 5.1, Administrative Draft ODDS. Contractor will help prepare materials for the study session and capture feedback in notes.

Task 12.6 Deliverable:

- Planning Commission Study Session meeting materials and summary memorandum

Objective Design and Development Standards (ODDS)

Task 12.7 Administrative Draft ODDS

Contractor will develop Administrative Draft ODDS for multifamily and mixed-use development for Contra Costa County. These guidelines will be comprehensive yet usable. The ultimate goal of the guidelines will be allowing the County to advance its design preferences while streamlining housing development in compliance with State law. The ODDS will begin with a Statement of Intent that identifies the purpose and goals of the ODDS and introduces ODDS structure and process.

The format of the ODDS and the degree of design detail will be based on results of Tasks 12.1 through 12.6. Contractor assumes that County ODDS will be primarily limited to revised versions of existing regulations for basic design elements, such as site design, architectural theme, massing and roofline. Standards for other, more detailed design elements will be limited to those identified as critical in Tasks 12.3, 12.4, and 12.5.

Contractor will develop language and organization of the guidelines. We will provide a set of 8 to 12 graphics, based on discussion with County staff in Task 1 and the results of Task 3, to illustrate key design guidelines. These may take the form of conceptual diagrams, plans, sections, axonometric views, and/or other illustration formats to functionally communicate guidelines for users.

Contractor will submit Administrative Draft ODDS to the County. Based on discussions with County staff and a cursory review of County design documents, Contractor believes that the County will benefit most from a consolidated set of ODDS

for Multifamily and Mixed-Use Development, to be adopted as a new standalone document. We will also identify all revisions and additions to existing documents to the extent that standards remain embedded in existing documents.

Task 12.7 Deliverable:

- Administrative Draft Objective Design and Development Standards

Task 12.8 *Screencheck Draft ODDS*

Contractor will revise the Administrative Draft ODDS based on a consolidated set of County comments and develop Screencheck Draft ODDS, prior to publication of the ODDS. We assume comments on the Screencheck Draft will be minor.

Task 12.8 Deliverable:

- Screencheck Draft Objective Design and Development Standards

Task 12.9 *Public Review Draft ODDS*

Contractor will incorporate comments and revisions to the Screencheck Draft ODDS and prepare a Public Draft document. This draft will be made available for review by the public for a minimum of 30 days.

Task 12.9 Deliverable:

- Public Review Draft Objective Design Guidelines and Standards

Final Draft ODDS

Task 12.10 *Final Draft ODDS and Public Hearings*

Contractor will incorporate all public feedback received into Final ODDS. Contractor staff will attend public hearings with the Planning Commission and Board of Supervisors to present the Final Draft ODDS for adoption.

Task 12.10 Deliverable:

- Final Draft Objective Design Guidelines and Standards; materials for public hearings

Task 13: Climate Action Plan (CAP) Outreach

Project Kick-Off and Management

Task 13.1 *Virtual Workshop*

Contractor will work with County staff to conduct one virtual workshop focused on the Climate Action Plan. The virtual workshop will be held on Zoom and may use the breakout room feature to ask the community to discuss and prioritize the CAP strategies. Spanish translation will be made available in the virtual meeting format on a separate Zoom channel.

Contractor will prepare materials for the virtual meeting and will collaborate with County staff to facilitate the discussion. Up to four Contractor staff members, including one Spanish-speaker, will attend the workshop along with County staff. Contractor will advertise the virtual workshop via an eblast, post on the project website, and flyer. County staff will take the lead on distributing the flyer to local stakeholders and the community. Contractor will use Zoom's registration tool for the workshop.

Task 13.1 Deliverables:

- Workshop materials, including workshop approach and facilitation guide and PowerPoint presentation with an option for an online activity using Mentimeter, Jamboard, or a similar tool to facilitate input and engagement with participants
- Workshop summary

Task 13.2 Online Survey

Contractor will develop and administer an online survey to help receive input and feedback on the draft CAP strategies. The online survey will be prepared on a website such as Google Forms or Survey Monkey. If the County prefers other online survey or engagement tools, like Consider.It, Contractor can collaborate with County staff to prepare content and review results. The County would be responsible for any use or subscription fees and moderation of content for use of Consider.It or tools other than Google Forms or Survey Monkey. Contractor will promote the survey with outreach to the community via an eblast, posting on the project website, and preparing a postcard or flyer. County staff will distribute the postcard or flyer to local stakeholders such as community-based organizations and local leaders.

Task 13.2 Deliverables:

- Online survey
- Postcard or flyer
- Summary of survey result