
Santa Clara County Planning Collaborative
RHNA 6

October 4, 2020

Table of Contents

I. Project Purpose and Goals 2

II. Scope of Services..... 4

III. Budget Summary..... 5

IV. Detailed Task Descriptions..... 6

I. Project Purpose and Goals

Supported by the Cities Association, the Santa Clara County Planning Collaborative is a shared effort among the county's jurisdictions to help address the region's housing challenges. By working together collaboratively, the 16 jurisdictions of Santa Clara County will: 1) save money, time and resources by sharing information and capacity; 2) maintain & facilitate relationships with non-profits, affordable housing advocates, and key governmental organizations; and, 3) receive additional staffing support from Baird + Driskell Community Planning.

The proposed scope of services for Baird + Driskell outlined below will help participating jurisdictions effectively and efficiently update their Housing Elements to meet State law requirements within the State-mandated schedule. Consistent with this purpose, the project will advance more effective pro-housing policies and programs to facilitate the creation of new and diverse housing choices that meet the needs of a growing and changing population, and affirmatively advance fair housing in a manner that supports the health and well-being of Santa Clara County communities.

Housing Element requirements are described in detail in State law (Govt. Code Sec. 65580 et. seq.). This Scope of Services is structured around those requirements to provide a combination of templates, methodologies, baseline data, comparative information, key findings, write-ups, best practices, and process materials. It is important to note that the specific services outlined below may change or be supplemented with additional services based on feedback from Collaborative members and their ongoing needs, in line with the following overarching project goals:

- **Provide a Forum for Jurisdictions to Share Resources, Best Practices and Strategies for Upcoming RHNA 6 Housing Element Planning.** Building on the ongoing collaboration of Santa Clara County cities, this effort will provide a forum, structure and process for sharing resources and strategies that can be applied successfully across jurisdictions.
- **Give Jurisdictions a Head Start on Planning to Meet the January 2023 Deadline.** Experience from past housing element cycles and other regions suggest that starting early is a best practice for equipping jurisdictions to successfully meet their deadlines.
- **Achieve High Quality Housing Elements While Saving Money, Time and Resources.** The services are designed to save money by minimizing duplication of effort, including collaboration on early analysis of available sites and potential strategies for expanding site inventories as well as shared work around countywide analyses, data templates and model practices. These services make it easier to complete key tasks while improving the quality of outcomes.
- **Develop a Constructive Working Relationship with HCD for Santa Clara County.** Feedback from the 21 elements Organization in San Mateo County from previous update cycles underscored that

collaboration with HCD was extremely helpful in achieving housing element certification. HCD also reports that early collaboration facilitated their review and made for higher quality housing elements in Santa Clara County.

- **Tailor a Range of Choices to Best Fit Jurisdiction Needs.** Building off of this base package of services shared by all jurisdictions, each jurisdiction can choose an additional set of services that best fit their needs while leveraging the benefits of ongoing collaboration. To the extent possible, the Collaborative will support jurisdictions part or all of their housing elements "in-house" or with less support from consultants than they would otherwise need.

II. Scope of Services

General Support for RHNA 6 and Housing Element Updates

Overview Support cross-jurisdictional learning, coordination, collaboration and problem-solving for the duration of the housing element process through regular meetings, countywide analyses, best practice research, and shared data and communications tools.

Timing *October 2020 through January 2023*

Cost *\$160,000 (assumes full participation)*

Core Tasks

- a** Facilitate sharing and collaboration, including special work sessions and regular meetings
- b** Focused research and dialogue on issues of special concern, including strategies to affirmatively further fair housing
- c** Provide educational materials and outreach support
- d** Engage with HCD on overall process, tours and technical assistance
- e** Develop countywide analyses with jurisdiction-level data for housing needs, etc.
- f** Create templates and best practice tools, including support for property owner surveys
- g** Conduct ADU affordability survey
- h** Educate Sacramento lawmakers about jurisdiction experience

Products

- ✓ Website updates, including tools, outreach materials, etc.
- ✓ Regular meetings and discussion summaries
- ✓ Countywide and jurisdiction-specific need tables
- ✓ Countywide analyses, data templates, best practice reports and similar based on group needs
- ✓ ADU affordability survey
- ✓ Shared educational tools for the general public and decisionmakers

Jurisdiction

Roles

- ▶ Fully participate in regular meetings and special work sessions.
- ▶ Review and provide feedback on draft work products, including data tools, research papers, educational materials, etc.
- ▶ Serve as a conduit to others in city organizations and communities on issues of shared concern.
- ▶ Actively share local challenges, best practices, resources and housing knowledge.

III. Budget Summary

The budget for each service package, tiered by city size, is summarized below.

<i>Jurisdiction</i>	<i>Contribution</i>
<i>Campbell</i>	\$ 8,500
<i>Cupertino</i>	\$ 10,000
<i>Gilroy</i>	\$ 8,500
<i>Los Altos</i>	\$ 8,500
<i>Los Altos Hills</i>	\$ 6,500
<i>Los Gatos</i>	\$ 8,500
<i>Milpitas</i>	\$ 10,000
<i>Monte Sereno</i>	\$ 6,500
<i>Morgan Hill</i>	\$ 8,500
<i>Mountain View</i>	\$ 10,000
<i>Palo Alto</i>	\$ 10,000
<i>San Jose</i>	\$ 18,000
<i>Santa Clara (city)</i>	\$ 13,500
<i>Santa Clara (county)</i>	\$ 10,000
<i>Saratoga</i>	\$ 8,500
<i>Sunnyvale</i>	\$ 14,500
<i>Total</i>	\$ 160,000

IV. Detailed Task Descriptions

- 1a Facilitate Sharing and Collaboration.** Schedule, facilitate and document regular cross-jurisdictional meetings to engage city staff and directors in discussions of issues, opportunities, approaches, strategies and ideas pertinent to the housing element updates. Meetings may include guest participants to discuss technical topics, “how to” sessions, and focused work sessions to collaboratively problem-solve. We anticipate one meeting per month, with others added as needed, supplemented by ongoing project coordination and communications.
- 1b Conduct Focused Research.** To support shared learning about best practices, and dialogue on issues of special concern, the Baird and Driskell team will conduct research on topics of special interest based on input and requests from member jurisdictions. Work products may take the form of white papers, fact sheets, PowerPoint presentations and/or webinars depending on the type, extent and format of information. This work will include exploration of best practices and strategies to affirmatively further fair housing.
- 1c Create Shared Outreach Materials.** The Baird and Driskell team will develop materials to support education and outreach efforts by member jurisdictions and county partners. The purpose of these materials will be to support community understanding and dialog about housing needs, the role and purpose of the housing element, and strategies being used locally and elsewhere to create and sustain diverse housing choices, affordability and healthy communities. Production of materials will be coordinated with key steps in the update process, with most being produced in the first year when community discussions are getting underway. To the extent possible, materials will be designed so that they can be easily customized by each jurisdiction to tailor them to localized information and circumstances.
- 1d Engage with HCD.** The Baird and Driskell team will help ensure early and ongoing engagement with HCD staff in order to help them understand the unique challenges and opportunities of Santa Clara County jurisdictions, and to help all member jurisdictions better understand HCD’s expectations, perspectives and priorities. By building and maintaining a collaborative and respectful working relationship, Baird and Driskell will help ensure that the update process goes as smoothly as possible—highlighting and addressing issues *before* updated elements get submitted to HCD—and bringing situational awareness and technical assistance to bear in a timely manner, facilitating more efficient reviews by HCD with fewer surprises, and helping ensure higher quality housing elements.
- 1e Conduct Countywide Analyses of Housing Needs and Market Conditions.** Develop countywide analyses of housing needs, including population, employment and household characteristics; general housing stock characteristics; the incidence of overpayment and overcrowding; and special housing needs (e.g., people experiencing homelessness, people with disabilities, seniors, etc.). Data will be reported at the County level and in comparative tables and graphics detailing each

jurisdiction's data as well. Analysis will also be provided related to the countywide and regional housing market conditions and trends.

1f Create Templates and Other Tools. Data templates, methodologies and related tools will be developed to support each jurisdiction's work. These include but are not limited to: template and instructions for evaluating existing elements; tools for assessing and comparing governmental and non-governmental constraints; and tools for evaluating and improving fair housing practices. This work will also support development of a property owner survey for substantiating properties included in site inventories.

1g Conduct ADU Affordability Survey. The Baird and Driskell team will develop and implement a survey of ADU property owners (using lists provided by participating jurisdictions) to better understand how they are being used, who is being served by them, and the levels of affordability being met. This will help inform how jurisdictions incorporate ADUs within their overall housing strategy, including how to apply them to RHNA targets, and support development of more effective ADU policies and programs in the housing element update.

1h Educate Lawmakers. Much of the housing element process is driven by State legislation. To help support a more responsive and effective legislative framework for future updates, it is important to communicate back to lawmakers about the experience of local jurisdictions working to translate State law into local action.

