

May 2, 2025

Yumie Dahn, Principal Planner  
Town of Truckee  
via email: [ydahn@townoftruckee.gov](mailto:ydahn@townoftruckee.gov)

**Subject: Proposal for Town of Truckee Seventh Cycle Housing Element**

Dear Yumie:

Thank you for the opportunity to submit this proposal for the Town of Truckee Seventh Cycle Housing Element. We are excited to continue our working relationship with the Town, building off our recent work on the Town's General Plan and Sixth Cycle Housing Element. We are confident that our local knowledge combined with experience working across the state on over 70 housing elements will provide the Town with the specialized support needed to complete this Housing Element Update. We will apply the lessons we learned from the Sixth Cycle, leverage our working relationships with the California Department of Housing and Community Development (HCD), and our knowledge of the most recent legislation affecting Housing Elements to guide the Town through the process.

We envision this Housing Element update as a true collaborative partnership between Ascent and Town staff, with our technical expertise and statewide perspective complementing well with the Town's deep local knowledge and connections to the community. Our approach allows Town staff to lead in areas where this local insight is critical with Ascent providing technical analysis and guidance on HCD compliance to ensure a successful update process.

Chelsey Norton Payne will be your primary point of contact for this project. As Principal of Ascent, Christine Babla is authorized to enter into contracts on behalf of the firm.

We look forward to collaborating with the Town of Truckee on this important project.

Sincerely,



Chelsey Norton Payne, ACIP  
Project Director  
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Christine Babla, AIA, AICP, LEED AP  
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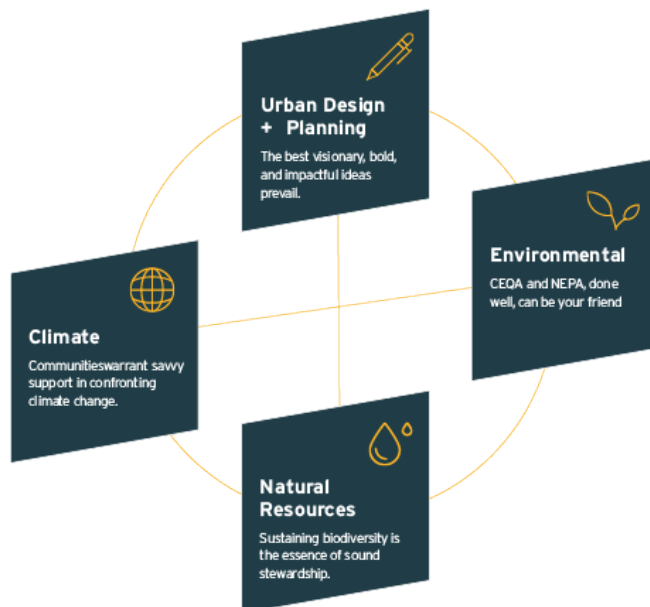
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# 01 / PROJECT TEAM & QUALIFICATIONS

## ASCENT OVERVIEW

**ASCENT** Ascent is a full-service planning, urban design, and environmental consultancy headquartered in Sacramento. Founded in 2010, we have grown to over 140 professionals in five offices: Sacramento, Berkeley, Lake Tahoe, Irvine, and San Diego. At Ascent, we describe ourselves as a collaborative, solving unprecedented challenges with planning, design, science, and kindness. This approach translates to seeking to carefully understand and address needs, defining our success by the success of clients and others, and acting toward colleagues with compassion and empathy. The interdisciplinary nature of our firm allows us to work collaboratively across teams of experts to produce industry-leading solutions.



Our **Urban Design + Planning Studio** is made up of a team of urban designers and planners who specialize in comprehensive planning, housing elements, specific plans, master plans, zoning, and design standards. We believe that planning should be rooted in place—it should be visionary, bold, and impactful. With expertise in urban design, housing policy, and comprehensive planning, we work together to holistically solve today's most pressing challenges around housing, mobility, and equity to create vibrant, livable cities. We immerse ourselves in our projects, develop a deep understanding of each community, and work collaboratively with our clients and community stakeholders.

Our **Environmental Planning Group** members are known statewide as experts in the California Environmental Quality Act (CEQA) and the National Environmental Policy Act (NEPA). Ascent helps devise the most effective and efficient environmental review strategies. We make it our business to stay informed about the ever-evolving requirements of our environmental planning practice, including published CEQA case law, changes to the CEQA Statute and State CEQA Guidelines, and other laws and regulations. This expertise allows us to help clients develop implementation strategies that maximize CEQA streamlining opportunities, identify effective mitigation measures that can be translated into policy, and create self-mitigating programs that reduce environmental impacts while advancing community goals.

RELEVANT AREAS OF EXPERIENCE

Housing Policy

The Ascent team has prepared close to 70 housing elements during the past three housing element cycles for cities and counties across the state. Under the leadership of Project Director, Chelsey Norton Payne AICP, who is known statewide as a housing element expert, the Ascent team has succeeded in achieving certified housing elements for all our clients, including in the latest sixth housing element cycle. We work closely with staff members at California Department of Housing and Community Development (HCD), follow the legislative process closely, and are well-versed in addressing the latest legislation affecting housing elements, zoning, and general plans. Ascent was also part of the Senate Bill (SB) 2 Technical Assistance team, providing technical assistance to local governments across California to help jurisdictions prepare, adopt, and implement plans and process improvements that streamline housing approvals and accelerate housing production. The following is a list of housing elements prepared by the Ascent team.

COUNTIES	Folsom (x3)	Reedley	TOWNS
Calaveras	Fowler	Rohnert Park	Moraga
Fresno	Fresno	Roseville*	Truckee
Madera	Galt*	Sacramento (x2)	Windsor
Merced (x2)	Gilroy	Sanger	
Placer (x3)	Hayward	San Joaquin	
Sacramento	Healdsburg	Sausalito	
San Joaquin (x2)	Hughson	Selma	
Sierra (x2)	Huron	South Lake	
Sutter	Isleton	Tahoe	
Ventura	Kerman	Stockton (x2)	
Yolo	Kingsburg	Sunnyvale	
CITIES	La Habra	Sutter Creek	
American Canyon	Livingston	Tulare	
Citrus Heights*	Madera	Union City (x3)	
Clovis (x2)	Mendota	Visalia	
Coalinga	Mt. Shasta	Walnut Creek	
Davis	Oakley	West Sacramento*	
El Cerrito (x2)	Orange Cove	Wheatland*	
	Parlier	Woodland	
	Patterson		
	Placerville*		



*\*Indicates cities where Ascent was hired by SACOG to assist with preparing the fair housing assessment component of the 6<sup>th</sup> Cycle Housing Element in compliance with Assembly Bill 686.*

Affirmatively Furthering Fair Housing

The Ascent team has experience preparing policies and plans focused on ensuring fair and equitable access to housing opportunities. Assembly Bill (AB) 686 requires all public agencies in California to administer housing and community development programs in a manner that affirmatively furthers fair housing. This means taking meaningful actions to combat discrimination, reduce racial and income segregation, and increase access to opportunities for low-income people and populations that have historically been denied equal opportunities. Through our extensive sixth cycle housing element work, Ascent has experience preparing fair housing assessments and crafting local policies and actions to affirmatively further fair housing. As part of the SB 2 Technical Assistance team, Ascent staff members also assisted HCD in preparing the Affirmatively Furthering Fair Housing (AFFH) Guidance Memo in 2021, and Ascent was later hired by the Sacramento Area Council of Governments (SACOG) to provide direct technical assistance to its member jurisdictions to help bring their members into housing element compliance with AB 686.

## Inclusive Community Engagement



Robust public engagement is a core component of Ascent’s work, and we offer a team that can be responsive and innovative for any need—large or small, in-person or online. The Ascent team are skilled facilitators, experienced in creating and implementing inclusive community engagement programs structured to obtain meaningful input from a broad segment of the community. We have designed and facilitated hundreds of community workshops, design charrettes, and focus group meetings, working in diverse communities and adapting to different cultures, languages, and political environments to encourage intergenerational participation from diverse populations and those whose voices are not regularly heard during the outreach process. Our staff has

experience designing outreach activities in both in-person and virtual settings, through the use of Zoom, Microsoft Teams, and other platforms, and are actively incorporating video recordings, poll surveys, and breakout rooms for real-time feedback.

## PROJECT TEAM

**Christine Babla, AIA, AICP, LEED**, an Ascent principal, will oversee the project as the principal-in-charge. Christine will oversee contracting and ensure appropriate resources are allocated to meet the project needs. **Chelsey Norton Payne, AICP**, Ascent’s Director of Urban Planning, will serve as the project director. Chelsey has over 18 years of experience preparing over 70 housing elements and overseeing long-range planning projects for jurisdictions across the state. Chelsey was the Project Manager/Project Director for the Town of Truckee 2040 General Plan, and assisted Town staff with preparation of the Fifth Cycle Housing Element in 2018. **Heidi Gen Kuong, AICP**, will be the day-to-day project manager, coordinating between Town staff and the Ascent team members, and keeping the project on schedule and on budget. Heidi has extensive experience managing housing elements for jurisdictions of all sizes, including the cities of Sacramento, Fresno, Union City, and rural jurisdictions in Fresno County. **Haley Shaver** and **Rebecca Pope**, urban planners on the Ascent team, will assist with preparation of the several sections of the Housing Element, including the housing needs assessment, fair housing assessment, constraints analysis, and sites inventory. Both Haley and Rebecca have extensive experience working on housing elements in the most recent Sixth Cycle. **Mike Parker**, Principal with Ascent, will oversee CEQA compliance. Mike led the preparation of the Truckee 2040 General Plan EIR and has worked collaboratively with Ascent’s Urban Design and Planning team on environmental review of numerous housing elements, general plans, and other long-range planning projects.

***Resumes for key staff are included in Section 4.***

## 02 / SCOPE OF WORK

### SCOPE OF WORK

#### TASK 1. PROJECT MANAGEMENT

##### Task 1.1. Document Review and Data Collection

Prior to the kickoff meeting, Ascent will conduct a thorough annotation of the Town's current Housing Element, clearly delineating sections requiring updates and assigning specific responsibilities to either Ascent or Town staff, based on the responsibilities described in this scope of work. This annotated document will serve as a roadmap for the update process, highlighting areas requiring revisions due to new State requirements, areas needing general updates, and sections that can be carried forward with minimal changes. This task also includes developing a comprehensive data needs list to share with Town staff ahead of beginning work products and collaboratively working with Town staff to gather necessary information from local sources. Ascent will establish a collaborative SharePoint folder structure, providing Town staff with access to this platform for seamless information exchange throughout the update process.

##### Task 1.2. Project Kickoff Meeting/Working Session

Ascent will prepare for and conduct an in-person half-day kickoff meeting/working session with Town staff to initiate work on the Housing Element update. Ascent will review the annotated document prepared in Task 1.1 with Town staff during the kickoff meeting and use it to facilitate discussion of the scope of work and to confirm roles and responsibilities. For items where Town staff will be taking the lead or providing content, Ascent will provide direction on how to approach the updates to meet HCD expectations. Town staff will also come to the kickoff meeting/working session prepared to discuss their current sites inventory and provide updates on the status of sites included, identify development opportunity sites, and provide a list of pending residential projects in the pipeline. Town staff will also provide an overview of current housing initiatives and programs, outlining what has been accomplished and what is planning to be done. Other topics that will be covered during the meeting include reviewing the project schedule; reviewing housing element legal requirements, focusing on new State law requirements; discussing objectives for community engagement and HCD's expectation for inclusive community engagement; and reviewing other high-level data needs.

##### Task 1.3. Project Management and Coordination

Ascent will provide project management throughout the course of the two-year project, including scheduling and facilitating up to 36 coordination calls with Town staff. Meeting frequency will be adjusted based on project needs (e.g., occurring biweekly during active periods, monthly when less coordination is needed, and transitioning to email-only communication when appropriate and during HCD review periods). For each coordination meeting, Ascent will prepare an agenda in advance and document action items in a high-level summary following each meeting. This task includes other aspects of project administration, including contract processing, project setup, and the preparation of monthly invoices and progress reports. The scope also includes budget for ongoing email communications and informal coordination with project team members, up to the allotted budget in this task.

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## Deliverables

- ✓ Kickoff meeting agenda and summary with action items
  - ✓ Annotated Housing Element document for use at the kickoff meeting
  - ✓ Thirty-six project coordination meeting agendas and high-level summaries with action items
  - ✓ Monthly invoices and progress reports
- 

## TASK 2. HOUSING ELEMENT COMPONENTS

### Task 2.1. Evaluation of Current Housing Element

Government Code Section 6588 requires that each local government assess the achievements of adopted housing programs and review the effectiveness of housing element goals, policies, and related actions in meeting their community's needs. This task assumes Town staff will take the lead in preparing the evaluation of the current housing element (i.e., past performance), reviewing current and past annual progress reports (APRs) to determine the status, effectiveness, and appropriateness of the programs in the current sixth cycle Housing Element. Town staff will document the effectiveness of each program, providing quantitative results where appropriate. Town staff will also provide data (i.e., number of building permits issued by year) to summarize accomplishments in meeting the RHNA during the previous RHNA projection period. Ascent will support Town staff in this effort, providing an outline for the chapter, providing directions on compliance with state housing laws, and helping to identify any omissions or deficiencies that will need to be addressed in the update. Ascent will also assist Town staff in preparing a high-level summary of program effectiveness for special needs populations using information and input provided by the Town.

### Task 2.2. Housing Needs Assessment

Ascent will prepare the housing needs assessment (i.e., housing profile) pursuant to Government Code Section 65583 with the best available data, including information from the U.S. Census, the California Department of Finance, the California Employment Development Department, the U.S. Department of Housing and Urban Development, the U.S. Department of Agriculture, and other relevant local data provided by Town staff. The updated housing needs assessment will include information on the following topics:

- ▶ Population and demographics;
- ▶ Household characteristics;
- ▶ Income and employment;
- ▶ Housing stock characteristics;
- ▶ Housing costs and affordability;
- ▶ Special housing needs (i.e., senior households; persons with disabilities, including a development disability; extremely low income households; large families; farmworkers; female-headed households; people experiencing homelessness; and the new requirement to address "acutely low-income households); and
- ▶ At-risk housing (i.e., assisted affordable housing at risk of converting to market rate during the next 10 years).



### Task 2.3. Fair Housing Assessment

The Housing Element needs to be updated to reflect Assembly Bill (AB) 686, which requires all public agencies in California to examine existing and future policies and programs and to make proactive changes to affirmatively further fair housing (AFFH) and create more inclusive communities. To address this new requirement, Ascent will work collaboratively with the Town to prepare a comprehensive fair housing assessment that combines data-driven analysis with essential local and regional knowledge. Ascent will lead the technical analysis of the assessment, utilizing available data sources, including HCD's AFFH mapping tool and other relevant state and federal datasets. Town staff will supplement this analysis by providing content on local context and knowledge to ensure the assessment accurately reflects on-the-ground conditions and community-identified concerns. The assessment will include:

- ▶ A summary of fair housing issues and an analysis of fair housing enforcement and outreach;
- ▶ An analysis of local and regional patterns and trends related to integration and segregation;
- ▶ Identification and analysis of Racially or Ethnically Concentrated Areas of Poverty (R/ECAPs) and Areas of Affluence;
- ▶ An assessment of disparities in access to opportunity, including for persons with disabilities; and
- ▶ An analysis of disproportionate housing needs that affect protected classes (e.g., overpayment, overcrowding, housing conditions), including displacement risk.

AB 686 also requires that a jurisdiction identify sites throughout their community in a manner that is consistent with AFFH and the findings of the fair housing assessment. Once the draft sites inventory, outlined in Task 2.4 is complete, Ascent will examine the spatial relationship between the sites inventory and various AFFH factors (e.g., race and income, areas of opportunity, disproportionate housing needs, displacement risk) to analyze if proposed housing sites address or potentially exacerbate fair housing conditions.

Based on the fair housing assessment and analysis of sites, Ascent will identify and vet with the Town staff the contributing factors to fair housing issues and propose policies and actions to help address these factors.

### Task 2.4. Sites Inventory Analysis and Other Housing Resources

Ascent will review and update the sites inventory and other housing resources section (i.e., Potential Housing Resources) that complies with current state requirements and demonstrates the Town's capacity to meet its RHNA for the 7<sup>th</sup> cycle planning period. This task assumes close collaboration between Ascent and Town staff throughout the process, with Ascent providing guidance on all Town inputs. The sites inventory includes the following components:

- ▶ Town staff will review and update Table HC-6 (Available Sites for Residential Use) from the current Housing Element, identifying sites that have been developed, are now in the development pipeline, or should be removed from the inventory.
- ▶ Town staff, with guidance from Ascent, will also provide detailed information on approved residential projects currently in the pipeline that are expected to be constructed during the seventh Housing Element planning period, including unit counts by income level, status, remaining steps, and expected completion.
- ▶ Ascent will work closely with Town staff to identify any newly available sites not included in the previous Housing Element, including sites made available through the 2040 General Plan Update.



Ascent, with Town staff input, will assess each site's suitability for housing development, considering zoning and physical constraints. Town staff will assist Ascent in updating and developing site profiles for current and newly identified sites.

- ▶ Ascent, in consultation with Town staff, will review and refine buildout assumptions based on changes in allowable densities, analysis of recently built housing developments, and site-specific limitations. Town staff will provide the necessary local knowledge of individual sites and their constraints to develop realistic capacity assumptions. Ascent will then calculate the realistic capacity of each parcel and prepare a map or series of maps showing all available sites.
- ▶ Ascent will work with Town staff to prepare an assessment of the adequacy of water and wastewater infrastructure to meet housing needs, based on infrastructure capacity information provided by City staff.
- ▶ Ascent will work with Town staff to evaluate environmental constraints and hazards (e.g., flooding, fire hazards, airport safety zones) and how they relate to the sites in the inventory.

This task assumes the Town currently has sufficient capacity to meet its RHNA obligation without a rezone. Should the RHNA be substantially higher than anticipated, requiring additional capacity and a rezone, a budget amendment would be required.

As part of this task, Ascent will also work collaboratively with Town staff to update the discussion of funding resources available for affordable housing programs and opportunities for energy conservation. Town staff will provide information on local housing programs and initiatives, as well as relevant state and federal funding programs currently available for affordable housing. For the energy conservation section, Town staff will similarly provide input to reflect new local and regional programs and initiatives. Ascent will supplement with information on recent changes to the state building code related to energy efficiency.

### **Task 2.5. Housing Constraints Analysis**

Ascent will take the lead in reviewing and updating the housing constraints analysis, which identifies and analyzes potential and actual governmental and non-governmental constraints to the maintenance, improvement, or development of housing for all income levels. This includes incorporating any recent changes in the analysis (e.g., new ordinances and fees) and complying with newer requirements related to governmental constraints for special needs housing (e.g., group homes, supportive housing, low barrier navigation centers, emergency shelters, Accessory Dwelling Units [ADUs]). Ascent will also update information in the nongovernmental constraints related to land costs, construction costs, and availability of financing. Town staff will provide updated information on the length of time between project approval and request for a building permit and any requests the Town has received for reduced density. While Ascent will take the lead, this task assumes that Town staff will provide the necessary inputs and interpretations of code to complete this update. Ascent will provide the Town with a detailed data needs list and instructions to provide additional direction. After completing the analysis, Ascent will identify potential programs to remove or mitigate any identified constraints.

### **Task 2.6. Housing Goals, Policies, and Implementation Programs**

Town staff will take the lead on preparing the updated housing goals, policies, and implementation programs to reflect current efforts and priorities. Ascent will provide technical assistance throughout the process, reviewing the Town's draft document and providing updates/suggestions to comply with new requirements of state law. Ascent will also help to provide direction on changes needed based on the evaluation of the existing Housing Element (Task 2.1), the analysis of housing needs and constraints (Tasks 2.2 and 2.5), community input from the community engagement program (Task 2.7), and overall best practices. Ascent will work with Town staff to ensure that each implementation program has a specific time frame, quantified objective, responsible department(s), and geographic target. Ascent will also provide guidance on affirmatively furthering fair housing requirements, helping Town staff apply a fair housing lens across the housing policy program, providing recommendations based on outcomes of the fair housing assessment (Task 2.3) and to satisfy this state mandate.

### **Task 2.7. Summary of Outreach Activities**

Government Code 65583(c)(9) requires that local governments make a diligent effort to achieve public participation of all economic segments of the community in the development of the housing element and to describe this effort in the document. Town staff will take the lead in preparing the summary of outreach activities, similar to what is currently provided in the Housing Element, that Ascent can format and insert into the Housing Element. This summary will include photos, where appropriate, and describe how feedback was used to inform Housing Element, which Ascent will review and help supplement content.

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#### **Deliverables**

✓ Deliverables related to this task are provided in Task 3

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## **TASK 3. DRAFT HOUSING ELEMENT PREPARATION**

### **Task 3.1. Administrative Draft Housing Element**

Ascent will compile the components developed in Task 2 into a cohesive, formatted administrative draft Housing Element. Ascent will create a new Word template, with a table of contents, for the Housing Element update based on the Town's General Plan. The administrative draft will generally follow the organization of the current Housing Element with the housing policy program presented up front with an introduction and supporting background information organized as appendices. In this task, Ascent will prepare the introduction to the Housing Element and provide high-level technical review and refinement of content provided by Town staff to ensure consistency in tone and format. The administrative draft will be submitted to Town staff for review. This task assumes Town staff will provide one set of consolidated, clear, and directive comments on the administrative draft, even providing text edits to the document where possible, to streamline the revision process.

### **Task 3.2. Public Review Draft Housing Element**

Ascent will review and revise the administrative draft Housing Element to address one round of Town staff comments and will prepare the Public Review Draft Housing Element for Town staff to review/confirm. Alongside the delivery of a clean public review draft, Ascent will share a tracked changed version of the document for Town staff to more easily follow revisions and changes made to address comments. This task assumes that only minimal changes would be needed after Town staff's review/confirmation. If additional discussion or substantive changes are needed after Town review, additional budget will be needed. Ascent will advise Town staff on noticing procedures to comply with 30-day public review and other requirements of State law.

### Task 3.3. Optional Task: Revised Public Review Draft Housing Element

Depending on the number of public comments, Town staff may decide to revise the draft Housing Element prior to study sessions with the Planning Commission and Town Council. Ascent could assist with preparing this revised public review draft. Alternatively, if the number of public comments is not substantial, Town staff may be able to address this as part of the recommendations in their staff reports to decisionmakers and based on Town Council direction, those revisions would be made during Task 5.1.

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#### Deliverables

- ✓ Administrative draft Housing Element (electronic copies [Word and PDF])
  - ✓ Public review draft Housing Element (electronic copies [Word and PDF])
  - ✓ Revised public review draft Housing Element (electronic copies [Word and PDF]) - Optional
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## TASK 4. COMMUNITY ENGAGEMENT

### Task 4.1. Community Engagement Support

Town staff will lead and set the direction for the community engagement effort for the Housing Element update, determining what type of outreach will be best to reach all economic segments of the community. Ascent will provide technical assistance and strategic guidance to support Town staff in their community engagement efforts. Ascent will work with the Town to identify how best to support efforts and to provide supplemental expertise within the allocated budget. Examples of potential support services includes:

- ▶ Collaborating with Town staff to refine the community engagement strategy, including identifying key stakeholders, recommending outreach formats, and establishing effective engagement timelines aligned with the Housing Element update process.
- ▶ Assisting with meaningful and accessible engagement questions and interactive exercises designed to solicit substantive community input.
- ▶ Providing samples of effective outreach materials from comparable communities to inform Truckee's approach.
- ▶ Developing a customizable PowerPoint presentation template that Town staff can utilize for various engagement activities, including community workshops, stakeholder meetings, Planning Commission, and Town Council presentations.
- ▶ Providing peer reviews of staff reports for Planning Commission and Town Council meetings.

This task assumes Town staff will attend and facilitate all outreach events, including coordinating logistics and publicity for outreach meetings (e.g., securing venues, posting flyers and social media content, and sending out email notifications). It is also assumed that Town staff will be responsible for preparing staff reports, resolutions, and public noticing for all Planning Commission and Town Council meetings. Town staff will also provide Ascent with a summary of these engagement efforts to include in the Housing Element, similar to what is currently in the Housing Element (see Task 2.7 for more details).

### **Task 4.2. Optional Task: Enhanced Community Engagement Support**

Should additional support be required beyond the established budget in Task 4.1, or should Town staff determine that expanded engagement support is necessary, Ascent will provide additional support through this optional task. These expanded services may include, but are not limited to:

- ▶ Ascent staff attendance and facilitation at community workshops, stakeholder meetings, Planning Commission meetings, and/or Town Council meetings to provide specialized expertise and support Town staff.
- ▶ Design and development of additional customized outreach materials, including infographics, schedule graphics, fact sheets, informational handouts, and workshop boards.
- ▶ Additional meeting preparation services, including development of detailed facilitation guides, specialized presentation materials, and interactive workshop activities.
- ▶ Creation and administration of an online community survey to gather information from the community on housing needs and housing policy priorities. This could include the development of a short video presentation that provides an overview of the Housing Element.
- ▶ Assistance in developing content to put on the Town's project webpage.
- ▶ Development of specialized engagement strategies, including targeted language outreach, for hard-to-reach populations or specific stakeholder groups. This could include providing translation and interpretive services.

The specific enhanced services to be provided will be determined and approved in collaboration with Town staff.

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### **Deliverables**

- ✓ To be determined with Town staff; will depend on the support services that Ascent provides.
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## **TASK 5. HCD REVIEW OF HOUSING ELEMENT**

### **Task 5.1. HCD Submittal and Revisions**

Based on direction from the Planning Commission and Town Council, Ascent will revise the public review draft Housing Element, prepare a cover letter, and deliver the HCD review draft Housing Element (electronically and physically with one black and white copy) to HCD. Ascent will advise Town staff in complying with the required 7-day noticing procedures of State law, which includes posting the Housing Element on the project webpage for seven days and noticing interested parties.

### **Task 5.2. Revisions to Address Preliminary HCD Comments**

Ascent will serve as the Town's liaison throughout the HCD review process. Following submission of the HCD review draft Housing Element and halfway through the 90-day HCD review period, Ascent will facilitate one (1) meeting/phone call with HCD and Town staff to seek preliminary HCD comments to reduce the length of HCD's formal comment letter. Time permitting, Ascent will prepare a memo outlining responses to HCD comments along with an errata of the extracted changes made to the Housing Element to address preliminary comments from HCD. Town staff will then post the memo and errata on the project webpage and notify interested parties, with Ascent submitting the document to HCD for subsequent 60-day review after the 7-day noticing period. If HCD is not able to provide comments in a timely manner, this task will take place after receiving the formal comment letter.

### Task 5.3. Revisions to HCD Comment Letter

After receiving HCD's formal comment letter, Ascent will assist with preparing a second round of revisions to the Housing Element. This includes participating in one meeting/phone call with HCD and Town staff to discuss remaining compliance issues and comments at some point during the 60-day HCD review period. Ascent will then prepare a memo outlining responses to HCD comments along with an errata of the extracted changes made to the Housing Element to address preliminary comments from HCD. Town staff will then post the memo and errata on the project webpage and notify interested parties, with Ascent submitting the document to HCD for subsequent 60-day review. This task assumes that revisions will result in a conditional approval letter for certification after the 60-day review period and before the Planning Commission and Town Council adoption hearings.

### Task 5.4. Optional Task: Third Round of HCD Review

If additional revisions are necessary and the Town receives another comment letter from HCD, triggering a new 60-day review period, Ascent will conduct a final round of revisions during the 60-day review period and facilitate one meeting/phone call with HCD and Town staff to resolve any outstanding issues. Ascent will implement final revisions in a memo and accompanying errata. Town staff will then post the memo and errata on the project webpage and notify interested parties, with Ascent submitting the document for 60-day review/certification. Ascent will work diligently with HCD staff during this time to secure a timely conditional approval letter before the Planning Commission and Town Council adoption hearings.

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#### Deliverables

- ✓ HCD review draft Housing Element (electronic copies [Word and PDF])
  - ✓ Cover letter to HCD (electronic copies [Word and PDF])
  - ✓ Revisions to address HCD comments (electronic copies [Word and PDF])
  - ✓ Two memos outlining responses to HCD comments and accompanying errata of changes (electronic copies [Word and PDF])
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## TASK 6. ENVIRONMENTAL COMPLIANCE

### Task 6.1. Notice of Exemption

Ascent will prepare a Notice of Exemption (NOE) pursuant to Section 15061(b)(3) (Common Sense Exemption) of the California Environmental Quality Act (CEQA) Guidelines for the Town's Housing Element Update. This task involves reviewing project details, housing needs analysis, and policy recommendations to confirm that the Housing Element Update consists solely of policy and planning provisions that do not, by themselves, result in direct physical changes to the environment. The NOE will clearly articulate that it can be seen with certainty that the Housing Element Update would not lead to significant environmental impacts. In support of the NOE, Ascent will prepare a concise Technical Memorandum summarizing the analysis underpinning the determination that the Common Sense Exemption is appropriate. This memorandum will document that the Housing Element Update is fundamentally a policy-level planning document without specific physical development proposals. The Technical Memorandum will provide clear, substantiated reasoning demonstrating that no direct or reasonably foreseeable indirect physical impacts would result from adoption of the Housing Element Update, thus ensuring a defensible basis for the use of the Common Sense Exemption. We assume one round of review of the draft NOE and Technical Memorandum. Once finalized, the NOE will be filed with the County Clerk and the State Clearinghouse as appropriate, with all filing documentation provided to the Town.

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### Deliverables

- ✓ Administrative Draft NOE and Technical Memorandum (electronic copy [Word])
  - ✓ Final NOE and Technical Memorandum (electronic copies [Word and PDF])
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## TASK 7. FINAL DOCUMENTS AND ADOPTION

### Task 7.1. Public Hearing Draft Housing Element

Ascent will prepare a public hearing draft Housing Element to be presented at adoption hearings that incorporates all the responses to HCD comments.

### Task 7.2. Adoption Hearings

Ascent will attend two public hearings—one before the Planning Commission and one before the Town Council—to help present the public hearing draft Housing Element and respond to questions. Ascent will prepare a meeting presentation and assist Town staff with the staff reports and the adoption resolution by providing examples and conducting a peer review.

### Task 7.3. Final Housing Element and Submittal to HCD

Ascent will prepare the final Housing Element, incorporating any changes made by the Town Council in adopting the Housing Element. Ascent will prepare a cover letter and will print and deliver one (1) black and white copy of the Housing Element to HCD for the final 60-day review period. Following HCD certification, Ascent will provide all final digital files to the Town, including the Housing Element in Microsoft Word and the sites inventory in GIS and excel.

### Task 7.4. HCD Electronic Housing Element Sites Inventory Form

Ascent will prepare an electronic copy of the final sites inventory using HCD's approved excel spreadsheet, to be submitted to HCD with the Final Housing Element. Time in this task also allows for one round of minimal revisions/questions with HCD's sites inventory team.

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### Deliverables

- ✓ Public hearing draft Housing Element (electronic copies [Word and PDF])
  - ✓ Final Housing Element (1 hard copy mailed to HCD, and electronic copies (electronic copies [Word and PDF])
  - ✓ Electronic Sites Inventory Form (electronic copy [Excel])
  - ✓ Original electronic files of final Housing Element, including sites inventory (Word, PDF, Excel, and ArcGIS)
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## 03 / COST ESTIMATE

### COST ESTIMATE

We understand work will be authorized on a time-and-materials basis and will be billed monthly based on the hourly billing rates shown in the table on the next page. The estimated budget to complete each task is shown in the table on the next page. Please note that the budget is estimated based on a good faith effort and current understanding of the project needs of the Town of Truckee for the Housing Element update. Variations in approach, issues, and deliverables can adjust the contract price.

### ASSUMPTIONS

Our cost proposal is based on the following assumptions:

1. **Budget and Staff Allocation to Tasks.** The proposed budget has been allocated to tasks. Work has been assigned to the identified staff or labor category. Ascent may reallocate budget or staff among tasks, as needed, as long as the total contract price is not exceeded.
2. **Meetings and Conference Calls.** The number of proposed meetings and coordination calls are specified. If they are exceeded, a budget augmentation would be warranted.
3. **Consolidated Comments.** Town staff will provide Ascent with one consolidated set of reconciled, nonconflicting comments on administrative drafts.
4. **Billing Rates.** The proposed billing rates apply to the current calendar year. For work performed after this year has concluded, budget augmentations and contract amendments will be calculated using updated billing rates, unless precluded by contract terms.
5. **Schedule.** The price is based on the proposed schedule. If the schedule is protracted significantly (more than 60 days) for reasons beyond Ascent's control, a budget amendment may apply to the remaining work. Ascent will consult with the Town about a course of action.



Town of Truckee Seventh Cycle Housing Element Cost Proposal

5/2/2025

hourly rate:

Task 1: Project Management	Budget	Hours
1.1 Document Review and Data Collection	\$ 3,420	19
1.2 Project Kickoff Meeting/Working Session	\$ 5,540	26
1.3 Project Management and Coordination	\$ 28,560	134
Subtotal, Task 1	\$ 37,520	179

Task 2: Housing Element Components	Budget	Hours
2.1 Evaluation of Current Housing Element	\$ 2,530	14
2.2 Housing Needs Assessment	\$ 24,720	164
2.3 Fair Housing Assessment	\$ 34,220	214
2.4 Sites Inventory Analysis and Other Housing Resources	\$ 25,840	152
2.5 Housing Constraints Analysis	\$ 13,320	76
2.6 Housing Goals, Policies, and Implementation Program	\$ 7,340	36
2.7 Summary of Outreach Activities	\$ 2,365	13
Subtotal, Task 2	\$ 110,335	669

Task 3: Draft Housing Element Preparation	Budget	Hours
3.1 Administrative Draft Housing Element	\$ 18,295	109
3.2 Public Review Draft Housing Element	\$ 13,340	80
Subtotal, Task 3	\$ 31,635	189

Task 4: Community Engagement	Budget	Hours
4.1 Community Engagement Support	\$ 10,000	56
Subtotal, Task 4	\$ 10,000	56

Task 5: HCD Review of Housing Element	Budget	Hours
5.1 HCD Submittal and Revisions	\$ 4,130	24
5.2 Revisions to Address Preliminary HCD Comments	\$ 25,250	134
5.3 Revisions to Address HCD Comment Letter	\$ 12,360	64
Subtotal, Task 5	\$ 41,740	222

Task 6: Environmental Compliance	Budget	Hours
6.1 Notice of Exemption	\$ 5,935	28
Subtotal, Task 6	\$ 5,935	28

Task 7: Final Documents and Adoption	Budget	Hours
7.1 Public Hearing Draft Housing Element	\$ 4,160	24
7.2 Adoption Hearings	\$ 8,540	36
7.3 Final Housing Element and Submittal to HCD	\$ 2,230	12
7.4 HCD Electronic Housing Element Sites Inventory Form	\$ 2,475	15
Subtotal, Task 7	\$ 17,405	87

LABOR SUBTOTAL	\$ 254,570	1430
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REIMBURSABLE EXPENSES	\$ 1,150
Printing	\$ 250
Mileage / Parking / Travel	\$ 800
Postage	\$ 100
TOTAL BUDGET	\$ 255,720

Optional Tasks	Budget
3.3 Revised Public Review Draft Housing Element	\$ 10,000
4.2 Enhanced Community Engagement Support	\$ 20,000
5.4 Third Round of HCD Review	\$ 10,000

Norton Payne Project Director	Gen Kuong Project Manager	Shaver Urban Planner	Pope Urban Planner	Ing Urban Planner	Merry GIS Task Leader	Luna GIS Specialist	Parker Env. Principal	Nagle Env. Planner	Ailling Graphics Specialist	Smith Admin/ Word Processing	Free Finance
\$285	\$190	\$165	\$150	\$130	\$195	\$140	\$290	\$160	\$135	\$130	\$140
2	8		8							1	
8	14		4								
40	80										14
50	102	0	12	0	0	0	0	0	0	1	14
2	4		8								
8	16		60	80							
12	18		140		4	40					
16	24	40		40	8	24					
4	12	60									
12	8		16								
1	4	8									
55	86	108	224	120	12	64	0	0	0	0	0
8	16	32	40						1	12	
4	16	24	24			4				8	
12	32	56	64	0	0	4	0	0	1	20	0
8	16		24						8		
8	16	0	24	0	0	0	0	0	8	0	0
2	8	4	4							6	
24	40	20	40		2	8					
12	24	12	16								
38	72	36	60	0	2	8	0	0	0	6	0
1	2						10	14		1	
1	2	0	0	0	0	0	10	14	0	1	0
2	4	14								4	
20	8	8									
2	6									4	
1	4			8	2						
25	22	22	0	8	2	0	0	0	0	8	0
189	332	222	384	128	16	76	10	14	9	36	14
\$ 53,865	\$ 63,080	\$ 36,630	\$ 57,600	\$ 16,640	\$ 3,120	\$ 10,640	\$ 2,900	\$ 2,240	\$ 1,215	\$ 4,680	\$ 1,960

ASSUMPTIONS  
Assumptions that explain the basis of the proposed budget are enclosed and are an integral part of this proposed scope for work for services.

## 04 / RESUMES



## Chelsey Norton Payne, AICP

### DIRECTOR OF URBAN PLANNING

#### YEARS OF EXPERIENCE 18

##### EDUCATION

Master of Regional Planning, Cornell University

BA, Environmental Studies, Oberlin College

##### CERTIFICATIONS

American Institute of Certified Planners, No. 026470

##### PROFESSIONAL AFFILIATIONS

American Planning Association, Sacramento Valley Section, Member since 2007; Secretary (2017–2019); Legislative Director (2024–present)

##### AWARDS

Sacramento Valley Section of the American Planning Association Award of Merit, Comprehensive Plan – Large Jurisdiction: City of Sacramento 2021–2029 Housing Element (2021)

California Central Section of the American Planning Association Outstanding Planning Award for Best Practices: Fresno Multi-jurisdictional Housing Element (2016)

California Chapter of the American Planning Association Best Practice Award of Merit: Fresno Multi-jurisdictional Housing Element (2016)

Chelsey Norton Payne is an AICP-certified planner with over 18 years of experience and leadership on long-range planning projects for local governments that span California, with an emphasis on general plans, specific plans, housing elements, and community engagement. She is highly regarded for her ability to lead multidisciplinary teams of planners, urban designers, and experts in CEQA, economic development, transportation, infrastructure, and other fields in the development of long-range plans that meet the requirements of state law, articulate community members' visions and priorities, and meet the needs and expectations of local policymakers.

Chelsey has specific expertise in state housing laws and has worked on the full spectrum of housing studies and plans for local agencies across California. She has prepared 70 housing elements for jurisdictions around the state and provides ongoing assistance to cities and counties striving to maintain their housing elements in compliance with state law. Chelsey's housing element experience includes the following:

- ▶ **Sixth Cycle Housing Elements:** Cities of Clovis, Davis, El Cerrito, Folsom, Fresno, Oakley, Orange Cove, Placerville, Sacramento, San Joaquin, Sunnyvale, and Union City; Town of Truckee; Counties of Placer, Sacramento, Sierra, Sutter, and Ventura
- ▶ **Fifth Cycle Housing Elements:** Cities of American Canyon, El Cerrito, Folsom, Galt, Gilroy, Hayward, Healdsburg, Hughson, Isleton, Livingston, Madera, Mt. Shasta, Patterson, Rohnert Park, Sacramento, Stockton, Tulare, Union City, and Walnut Creek; Towns of Moraga and Windsor; Counties of Fresno (Multi-jurisdictional), Madera, Merced, Placer, San Joaquin, Sierra, and Yolo
- ▶ **Fourth Cycle Housing Elements:** Cities of Folsom, Sausalito, South Lake Tahoe, Stockton, Sutter Creek, Union City, and Visalia; Counties of Calaveras, Merced, Placer, and San Joaquin

## PROJECT EXPERIENCE

### Placer County Housing Element Update, 2008, 2013, and 2021

County of Placer

#### Principal Planner

Chelsey has prepared the past three housing element updates for Placer County in 2009, 2013, and most recently the Sixth Cycle Housing Element in 2021. As part of the expanding Sacramento region, Placer County has been one of the fastest growing counties in California. As such, the County faced the challenge of accommodating a large Regional Housing Needs Allocation of over 6,000 housing units. In addition, the eastern part of Placer County is located in the Tahoe Basin. Chelsey prepared a section of the Housing Element to address the unique regulatory environment for development within the jurisdiction of the Tahoe Regional Planning Agency. The 2008 update included extensive work to prepare a new parcel-based sites inventory. The 2013 update included additional analysis to support density assumptions for lower-income sites in response to an increase in the default density standard to 30 units per acre. For the 2021–2029 Sixth Cycle Housing Element update, Ascent led the update to the sites inventory and the policies and implementation programs and supported the outreach program.

## Sacramento Housing Element Update, 2013 and 2021, Sacramento County

City of Sacramento

### Project Director

Chelsey led the preparation of the City of Sacramento 2021-2029 (sixth cycle) Housing Element. The project included preparation of a new sites inventory, a new fair housing assessment in compliance with AB 686, and facilitating meetings with an external housing stakeholder working group. Chelsey worked with the City to develop a new tiered approach to classifying non-vacant sites based on their development readiness. Using this new sites inventory methodology, the Housing Element was able to demonstrate capacity to accommodate an RHNA of nearly 46,000 units—an 89 percent increase from the previous RHNA. All policies and programs were written through an equity lens, and new policies and programs were added to demonstrate the City's commitment to ensuring opportunities for affordable housing are dispersed more equitably throughout the city, transforming racially and ethnically concentrated areas of poverty into areas of opportunity, and as neighborhood investments increase, protecting residents from displacement. The Housing Element won an Award of Merit from the Sacramento Valley Section of the American Planning Association in the category of Comprehensive Plan – Large Jurisdiction. Following adoption of the Housing Element, the City of Sacramento became the first city in the state to be designated a pro-housing jurisdiction by HCD. Previously, Chelsey assisted the City with the prior Housing Element update in 2013.

## Sunnyvale Housing Element Update, 2023, Santa Clara County

City of Sunnyvale

### Project Director

Chelsey served as project director, overseeing the preparation of the Sunnyvale Sixth Cycle Housing Element. Sunnyvale is the second largest city in Santa Clara County, with a population of over 150,000. The City was assigned a housing target of 11,996 units, more than double the previous Regional Housing Needs Allocation (RHNA), which required a substantial effort to identify new housing sites. There is also no vacant land remaining in the city. Every site included in the Housing Element sites inventory is non-vacant. Ascent worked with the City to provide substantial evidence to demonstrate the viability of development on all the sites in the inventory. The Housing Element update process attracted the attention of several housing advocates from the region. Ascent and City staff worked to ensure a transparent process by posting all revisions in track changes with easy-to-follow summary documents. Ascent and City staff met one-on-one with stakeholders to discuss their concerns and presented recommendations to the City Council to address public comments. Through this collaborative process, the Housing Element policies and programs were strengthened to remove barriers to housing production, expand housing choice, and affirmatively further fair housing.

## Folsom Housing Element Update, 2009, 2013, and 2021, Sacramento County

City of Folsom

### Project Director/Manager

Chelsey has prepared the past three housing element updates for the City of Folsom in 2009, 2013, and most recently the Sixth Cycle Housing Element in 2021. The City was given a much higher Regional Housing Needs Allocation (RHNA) for the 2021 Housing Element, particularly the lower-income RHNA (70 percent increase), which required working with City staff, landowners, and other stakeholders to develop a rezone strategy. Chelsey led all aspects of the project, including a major update to the sites inventory to reflect new sites created through the recent General Plan update and a new set of policies and programs to address fair housing requirements and stakeholder input received during focus group meetings.

## Davis Housing Element, 2021, Yolo County

City of Davis

### Project Director

Working in collaboration with BAE, Ascent prepared an update to the City of Davis Housing Element in 2021 to address the Sixth Cycle Housing Element requirements. Ascent led the preparation of the sites inventory analysis, constraints analysis, and rezone strategy to meet the unaccommodated lower-income Regional Housing Needs Allocation (RHNA). The City of Davis has voter-approved growth management measures in place to protect farmland and open space, which limits opportunities for housing development, making it challenging for the City to meet the RHNA. Ascent assisted the City in identifying and vetting candidate sites throughout the city to rezone to high density residential to accommodate the RHNA.



## Heidi Gen Kuong, AICP

### PROJECT MANAGER

#### YEARS OF EXPERIENCE

12

#### EDUCATION

MS, Urban Planning, Columbia University, 2011

BA, Political Economy of Industrial Societies, Minor in City and Regional Planning, University of California, Berkeley, 2007

#### CERTIFICATIONS

Planning Leadership Academy, California Planning Roundtable & APA California (2022)

American Institute of Certified Planners (No. 028782)

#### PROFESSIONAL AFFILIATIONS

American Planning Association, Sacramento Valley Section, Young Planners Group (YPG) Programs Chair (2012-2013); YPG Chair (2013-2016); Sacramento Division Director (2017-2020); Programs Director (2024-Present)

#### AWARDS

City of Sacramento 2021-2029 Housing Element, 2022 Comprehensive Plan, Large Jurisdiction, Award of Merit from APACA SVS.

Heidi Gen Kuong, AICP, is a senior urban planner with 12 years of experience managing and delivering a variety of planning projects throughout California including housing elements, general plans, specific plans, climate action plans, and sustainability plans. As a dedicated project manager, Heidi excels at interpersonal relationships and coordinating interdisciplinary teams. She specializes in comprehensive plan development, policy development, inclusive community engagement, and developing effective implementation strategies.

Heidi's housing experience began during the fifth cycle, where she prepared housing elements for Sutter County and the City of La Habra. Her sixth cycle accomplishments include successfully managing housing element updates for the cities of Sacramento, Union City, Oakley, Fresno, Orange Cove, and San Joaquin—all achieving full compliance with state requirements. Heidi also served on the technical assistance team for the Senate Bill 2 Planning Grants Technical Assistance Program and managed the technical assistance program supporting SACOG member jurisdictions with AB 686 compliance and affirmatively furthering fair housing.

### PROJECT EXPERIENCE

#### Sacramento 2021–2029 Housing Element Update,

City of Sacramento

##### Project Manager

Heidi managed the sixth cycle housing element update for the City of Sacramento, which included preparation of a new sites inventory, a new fair housing assessment in compliance with AB 686, and facilitating meetings with an external housing stakeholder working group. The Ascent team worked with the City to develop a new tiered approach to classifying non-vacant sites based on their development readiness. Using this new sites inventory methodology, the Housing Element was able to demonstrate capacity to accommodate an RHNA of nearly 46,000 units—an 89 percent increase from the previous RHNA. Additionally, the themes of equity, inclusion, and anti-displacement are woven throughout the Housing Element and its adopted policies and programs. All policies and programs were viewed through an equity lens, and new policies and programs were added to demonstrate the City's commitment to ensuring opportunities for affordable housing are dispersed more equitably throughout the city, transforming racially and ethnically concentrated areas of poverty into areas of opportunity, and as neighborhood investments increase, protecting residents from displacement. The Housing Element won an Award of Merit from the Sacramento Valley Section of the American Planning Association in the category of Comprehensive Plan – Large Jurisdiction.

#### Fresno Multi-Jurisdictional Housing Element

Fresno Council of Governments (Sub to PlaceWorks)

##### Project Manager

Ascent participated on a team of consultants to prepare the sixth cycle update to the Multi-Jurisdictional Housing Element for Fresno County and 14 of the 15 cities in the county. The project applied an innovative approach to meeting state housing element law and coordinated resources to address the region's housing needs. Ascent led the updates for the Cities of Fresno, Orange Cove, and San Joaquin, where Heidi served as the project manager.

# Heidi Gen Kuong, AICP

## 2023–2031 Union City Housing Element Update

City of Union City

### Project Manager

Heidi managed the update to the Union City Housing Element for the sixth cycle. The 2023–2031 Housing Element update set forth policies and programs to address the housing needs of all households in Union City and addressed new state law requirements and statutory regulations. The project included updating the sites inventory, developing a rezone strategy, preparing a Fair Housing Assessment to affirmatively further fair housing, and conducting outreach in multiple languages (e.g., Spanish, Mandarin, Tagalog, and Hindi) to reach the city's multilingual residents. Because Union City is a mostly built-out city in the East Bay Area, the biggest challenge of the update process was demonstrating adequate capacity to meet the RHNA. While the City had made significant progress on providing affordable housing through an inclusionary housing ordinance and several major affordable housing developments funded through public-private partnerships, including high-density housing around the BART station, the lack of vacant, unentitled land made it difficult to meet the RHNA. The Ascent team worked closely with the City and HCD to develop a strategy that satisfied HCD's concerns for providing affordable housing and was consistent with the City's plans for the Station Area. The Housing Element focused on redeveloping underutilized sites, including transit-oriented development that provides a mix of market-rate and affordable housing.

## 2023–2031 Oakley Housing Element Update

City of Oakley

### Project Manager

Heidi managed the sixth cycle housing element for the City of Oakley. The Housing Element is the City's principal guide for housing programs and strategies. It helps the City meet the future housing needs and priorities of our community and offers a way to ensure there is enough sites for safe, decent, affordable housing in the Oakley community. The project includes updating the sites inventory, developing a rezone strategy, preparing a Fair Housing Assessment to affirmatively further fair housing, and conducting outreach. The Ascent team worked closely with the City and HCD to reach housing element compliance and certification.

## Fair Housing Assessments for SACOG Jurisdictions (AB 686 Compliance)

Sacramento Area Council of Governments

### Project Manager

Ascent was selected by SACOG to assist member jurisdictions with compliance with AB 686. AB 686 amends housing element law to ensure the obligation to affirmatively further fair housing (AFFH) is embedded into housing elements and general plans. Ascent provided technical assistance, tailored to the needs of each jurisdiction. This included drafting and/or reviewing assessments of fair housing, conducting the AFFH analysis of the sites inventory, identifying and providing input on AFFH policies and programs of the housing element, and helping jurisdictions respond to HCD comments on draft assessments. Through this contract, Ascent worked with the Cities of Citrus Heights, Davis, Galt, Isleton, Live Oak, Roseville, West Sacramento, Wheatland, Winters, and Woodland and the Counties of Sacramento and Yolo. Heidi was the project manager for this effort. She coordinated with SACOG and member jurisdictions on technical assistance needed, reviewed draft assessments, and provided guidance on comments from HCD.

## Senate Bill 2 Planning Grants Technical Assistance

California Department of Housing and Community Development (PlaceWorks)

### Urban Planner

Ascent, in partnership with PlaceWorks, was selected by the California Department of Housing and Community Development to help oversee the Senate Bill 2 Planning Grants Technical Assistance Program. Ascent provided technical assistance to all local governments in California to help cities and counties prepare, adopt, and implement plans and process improvements that streamline housing approvals and accelerate housing production. Heidi was part of the technical assistance team. She conducted outreach, provided assistance, and developed toolkits and resources to help local jurisdictions accelerate housing production.

## Truckee 2019–2027 Housing Element Update

Town of Truckee

### Associate Planner

Heidi assisted with preparation of the 2019–2027 Housing Element for the Town, including reviewing and updating existing policies and programs to meet new state law requirements for the sixth cycle Housing Element.



## Haley Shaver

### URBAN PLANNER

#### YEARS OF EXPERIENCE

7

#### EDUCATION

BS, Environmental Policy Analysis and Planning, University of California, Davis, 2017

#### PROFESSIONAL AFFILIATIONS

American Planning Association (APA), Sacramento Valley Chapter, PLAN Mentorship Program (2018–2019)

Student Conservation Association (SCA), Trail Crew Alumnus

Haley Shaver has seven years of experience with current and long-range planning projects such as housing element updates and implementation, general plan amendments, special planning area amendments, and zoning ordinances. Haley helped to prepare 6<sup>th</sup> Cycle Housing Element updates for the cities of Clovis, Orange Cove, Fresno, and San Joaquin. She has also worked on Housing Element implementation efforts including rezone programs and zoning ordinance amendments for the County of Sacramento and as part of the SANDAG Housing Acceleration Program (HAP) Technical Assistance contract. Haley has managed grant-funded projects related to accelerating housing production and has compiled reports for the California Department of Housing and Community Development (HCD). She has coordinated with stakeholders, community-based organizations, and government agencies on a variety of complex planning issues. Haley formerly served as a planner at the County of Sacramento, where she gained an understanding of public sector processes and interagency coordination.

## PROJECT EXPERIENCE

### Multijurisdictional Housing Element

Fresno Council of Governments (PlaceWorks)

#### Urban Planner

Ascent participated on a team of consultants to prepare the sixth cycle update to the Multi-Jurisdictional Housing Element for Fresno County and 14 of the 15 cities in the county. The project applied an innovative approach to meeting state housing element law and coordinating resources to address the region's housing needs. Ascent led the updates for the Cities of Fresno, Orange Cove, and San Joaquin. Haley assisted in the preparation of sections including constraints analyses, fair housing assessments, sites inventories, policy development, and community engagement for the Cities of Orange Cove and San Joaquin.

### Clovis Housing Element

City of Clovis

#### Urban Planner

Ascent worked with the City of Clovis to prepare the sixth cycle Housing Element along with Annual Progress Reports. The Housing Element update addressed a Regional Housing Needs Allocation (RHNA) of nearly 9,000 housing units, a 40 percent increase over the prior RHNA. Haley assisted in the preparation of the housing constraints analysis and fair housing assessment, including an analysis of the impacts of the sites inventory to fair housing conditions.

### Sacramento County Housing Element Implementation

County of Sacramento

#### Associate Planner

The County-initiated rezone program was adopted in the sixth cycle Housing Element and was required by HCD to address a shortfall in land available for housing affordable to lower-income households. Haley conducted GIS analysis and interviews with County stakeholders to select ideal sites for accommodating affordable housing via rezoning, drafted Zoning Code and Special Planning Area updates to remove regulatory barriers to high-density residential development, and facilitated community engagement and program marketing efforts.



# Haley Shaver

## Housing Acceleration Program Technical Assistance

San Diego Association of Governments (SANDAG)

### Associate Planner

Ascent is the lead consultant for SANDAG's Housing Acceleration Program (HAP) Technical Assistance Program, providing staffing support and assistance to local jurisdictions on housing policy and legislation, housing element implementation, and CEQA streamlining to assist SANDAG's 19 member agencies. As part of this effort, Haley assisted with the preparation of a model ordinance for jurisdictions to use in the development of a by-right approval process for affordable housing projects as required by State law. She also assisted the City of Lemon Grove with housing element implementation through the preparation of zoning ordinance amendments to address requirements of State law related to by-right approval and group housing.

## Sacramento County Housing Element Annual Progress Report

County of Sacramento

### Project Manager/Associate Planner

HCD requires annual progress reports on Housing Element implementation, with data compiled on the County's progress toward meeting its housing program goals and RHNA. Haley compiled and analyzed data on planning projects, building permits, and Housing Element programs from various County agencies, in addition to writing the report.

## Tahoe El Dorado Area Plan

County of El Dorado

Ascent is currently leading the preparation of the Tahoe El Dorado (TED) Area Plan)- one comprehensive area plan covering all areas of the unincorporated county in the Tahoe Basin. A goal of the TED Area Plan is to establish one consistent set of policies and regulations for properties in the unincorporated county portion of the Tahoe Basin and to implement Tahoe Regional Plan strategies to divert development away from sensitive areas, create sustainable and walkable town centers, and incentivize beneficial environmental redevelopment. The TED Area Plan must be in conformance with the Tahoe Regional Plan and meet the requirements for an area plan outlined in Chapter 13 of the TRPA Code of Ordinances. Upon adoption by the County and TRPA, the TED Area Plan will streamline project review by allowing the County to assume sole project review responsibilities for most projects within the plan area. Ascent was initially hired to assist with Phase I of the TED Area Plan, which focused on conducting the first round of community engagement, preparing an existing conditions report, and preparing the Area Plan outline. Haley conducted an in-depth land use regulations consistency analysis comparing County zoning standards with TRPA requirements, and prepared the land use assessment of existing conditions.

Ascent is currently working with the County on subsequent phases of the project, which include developing the land use and affordable housing strategy, preparing the Area Plan and design standards, and preparing an environmental impact report/environmental impact statement (EIR/EIS). Haley is responsible for helping to develop the land use strategy and preparing the Land Use Element and Zoning Ordinance for the Area Plan.

## Folsom General Plan, Specific Plan, and Zoning Amendment to Increase Residential Densities

City of Folsom

Ascent assisted the City of Folsom with the implementation of a key program in the City's 2021–2029 Housing Element, which directed the City to strategically increase residential densities along commercial and mixed-use corridors and planned growth areas to help address net loss requirements of state law. Through this effort, the City approved density increases resulting in capacity for more than 6,000 new housing units. Haley worked closely with City staff to manage tasks including preparation of amendments to the General Plan and Folsom Plan Area Specific Plan to establish revised intensity standards, as well as community outreach materials and implementing zoning standards.

## Stockton Boulevard Special Planning Area Update

County of Sacramento

### Project Manager/Associate Planner

Sacramento County proposed an update to the Stockton Boulevard SPA document in part to remove barriers to the development of high-density, affordable housing along the corridor. The REAP grant-funded project also reexamined the infill development potential along Stockton Boulevard. During her time at Sacramento County, Haley managed the contract with SACOG and the consultant. She also assisted in zoning standards analysis and opportunity site selection. Following her transition to the Ascent team, Haley continued to work closely with County staff and led the preparation of the updated SPA document, including modernized land use permissions and development standards tailored to the unique needs and vision for the Stockton Boulevard corridor.



## Rebecca Pope

### URBAN PLANNER

#### YEARS OF EXPERIENCE

4

#### EDUCATION

BA, Environmental Studies,  
Concentration in Science for Sustainable  
Communities, California State University,  
Monterey Bay

#### PROFESSIONAL AFFILIATIONS

American Planning Association (APA)

Rebecca Pope is an associate urban planner experienced in long-range housing policy and program development. Having prepared more than a dozen housing elements during the sixth cycle, her experience includes synthesizing demographic, economic, and spatial data to identify housing needs, assess constraints, and develop actionable policies and programs that align with state requirements while addressing local needs. Rebecca also supported the development of the state's guidance on AB 686 and AFFH and assisted member jurisdictions of the SACOG region with AB 686 compliance. Currently, Rebecca works on SANDAG's Housing Acceleration Program (HAP) Technical Assistance, where she develops technical assistance resources, conducts training, and helps local jurisdictions implement housing policies and streamline housing production.

## PROJECT EXPERIENCE

### Sacramento 2021–2029 Housing Element Update

City of Sacramento

#### Urban Planner

The 2021–2029 Housing Element update is a comprehensive statement by the City of Sacramento of its current and future housing needs and addresses new state law requirements and statutory regulations. The project included updating the sites inventory, developing a rezone strategy, and facilitating meetings with an external housing stakeholder working group. The Housing Element demonstrated capacity to accommodate an RHNA of nearly 46,000 units—an 89 percent increase from the previous RHNA. Rebecca assisted in conducting outreach for the housing element. She also was involved in the preparation of the constraints analysis, the AFFH fair housing needs assessment, housing policies and implementation programs, and outreach materials.

### Fresno Multi-Jurisdictional Housing Element

Fresno Council of Governments (PlaceWorks)

#### Urban Planner

Ascent participated on a team of consultants to prepare the sixth cycle update to the Multi-Jurisdictional Housing Element for Fresno County and 14 of the 15 cities in the county. The project applied an innovative approach to meeting state housing element law and coordinated resources to address the region's housing needs. Ascent led the updates for the Cities of Fresno, Orange Cove, and San Joaquin. Rebecca assisted in the preparation of the overall plans including the constraints analyses, fair housing assessments, and policy development.

### Union City 2023–2031 Housing Element Update

City of Union City

#### Urban Planner

The 2023–2031 Housing Element update set forth the policies and programs to address the housing needs of all households in Union City and addressed new state law requirements and statutory regulations. The project included updating the sites inventory, developing a rezone strategy, preparing a Fair Housing Assessment to affirmatively further fair housing, and conducting outreach in multiple languages (e.g., Spanish, Mandarin, Tagalog, Hindi) to reach the city's multilingual residents. Rebecca assisted in the preparation of outreach materials and overall

# Rebecca Pope

plan development. Rebecca contributed to the Housing Element by summarizing outreach efforts, preparing an evaluation of the previous cycle's policies and programs, an assessment of housing needs in the city, an assessment of fair housing practices to affirmatively further fair housing, and a set of policies and implementation programs to carry out goals.

## Sunnyvale Housing Element

City of Sunnyvale

### Urban Planner

Ascent led the sixth cycle update for the City of Sunnyvale's 2023-2031 Housing Element. The City was assigned a housing target of 11,996 units, nearly twice the units allocated in the previous Regional Housing Needs Allocation (RHNA) and was in the process of updating multiple land use plans. Rebecca authored the element by conducting an evaluation of the previous cycle's policies and programs and an assessment of housing needs in the city. She also developed the City's assessment of fair housing and provided support throughout the review process with the California Department of Housing and Community Development (HCD).

## SACOG Technical Assistance with AB 686 Compliance

Sacramento Area Council of Governments

### Assistant Project Manager/ Urban Planner

Ascent was selected by SACOG to assist member jurisdictions with compliance with AB 686. AB 686 amends housing element law to ensure the obligation to affirmatively further fair housing is embedded into housing elements and general plans. Ascent provided technical assistance, tailored to the needs of each jurisdiction. This included drafting and/or reviewing assessments of fair housing, conducting the AFFH analysis of the sites inventory, identifying and providing input on AFFH policies and programs of the housing element, and helping jurisdictions respond to HCD comments on draft assessments. Through this contract, Ascent worked with the Cities of Citrus Heights, Davis, Galt, Isleton, Live Oak, Roseville, West Sacramento, Wheatland, Winters, and Woodland and the Counties of Sacramento and Yolo. Rebecca was the primary planner and author for this effort, also assisting with project management. She coordinated with SACOG and member jurisdictions on technical assistance needed, prepared individual assessments for all participating jurisdictions, and provided guidance on comments from HCD.

## Housing Acceleration Program Technical Assistance

San Diego Association of Governments (SANDAG)

### Associate Planner

Ascent is the lead consultant for SANDAG's Housing Acceleration Program (HAP) Technical Assistance Program, providing staffing support and assistance to local jurisdictions on housing policy and legislation, housing element implementation, and CEQA streamlining to assist SANDAG's 19 member agencies. Rebecca assists with project management activities and helps to organize and develop technical assistance resources related to new legislation and conduct training for local planning staff.

## Folsom 2021–2029 Housing Element

City of Folsom

### Research Analyst

Ascent worked with the City of Folsom to update the Housing Element for the sixth cycle. Rebecca assisted in the preparation of Folsom's fair housing needs assessment and provided support to the project manager as needed in the update process.

## Truckee 2040 General Plan Update and Downtown Specific Plan Update, Nevada County

Town of Truckee

### Research Analyst

Ascent led the update of the Town's General Plan and Downtown Specific Plan, along with preparation of an EIR for the project. This included all phases of the project including documentation of existing conditions, identification of key issues and opportunities, development of a vision and guiding principles, land use alternatives, policy document, and a comprehensive community engagement and outreach program that informs each phase of the planning process. Rebecca performed research and assisted in the preparation of outreach materials for workshops and committee meetings.



## Mike Parker, AICP

### ENVIRONMENTAL PRINCIPAL

#### AREAYEARS OF EXPERIENCE 22

##### EDUCATION

MA, English, California State University, Sacramento, 2003

BA, English, California State University, Humboldt, 2000

##### CERTIFICATIONS

American Institute of Certified Planners (No. 023975)

##### PROFESSIONAL AFFILIATIONS

American Planning Association (Section Board Member)

Association of Environmental Professionals

##### RELEVANT EXPERIENCE

CEQA/NEPA compliance

Environmental planning

Urban planning

Open space and recreation planning

##### TRAINING

AEP CEQA Essentials

AEP Advanced CEQA

Mike Parker, AICP, is a CEQA and NEPA project director from 22 years of environmental planning and urban planning experience. He has successfully directed and managed the CEQA process for large and small projects throughout the state, with a concentration in Northern California. His diverse project experience includes residential, mixed-use, and industrial development projects, general plans, large-scale specific plans, open space projects, educational facilities, and major criminal justice facilities. Many of these projects involved intense public controversy. Mike was formerly a planner at the City of Sacramento and therefore understands “behind-the-counter” municipal processes. This understanding helps Mike to coordinate seamlessly with city staff and to more accurately forecast city staff needs, including internal review and schedule needs. He is the co-chair of the annual Continuing Legal Education (CLE) CEQA Conference in San Francisco, and he also serves on the board of the Sacramento Valley Section of the American Planning Association.

Projects indicated with an asterisk (\*) were completed during Mike’s tenure at a prior firm or agency.

## PROJECT EXPERIENCE

### El Cerrito Housing Element Update, 2015 and 2023, Contra Costa County

City of El Cerrito

#### CEQA Task Leader

Mike led the CEQA strategy coordination effort and preparation of an addendum. To meet a quickly approaching HCD deadline, Ascent identified a creative streamlining approach; we used an addendum that tiered from the City’s 1999 General Plan EIR and 2014 EIR and 2022 Subsequent EIR for the San Pablo Specific Plan. Ascent led all aspects of the Housing Element, including preparation of a housing needs assessment, fair housing assessment, constraints analysis, detailed sites inventory, policy document and implementation strategy, and community engagement. Ascent coordinated closely with the City’s reviewers at the California Department of Housing and Community Development to secure a conditional approval letter prior to adoption. The Housing Element was certified as in compliance with state law in August 2023.

### Union City Housing Element Update, 2010, 2015, and 2023, Alameda County

City of Union City

#### CEQA Task Leader

To streamline CEQA review of the City’s Housing Element Update, Mike led the preparation of an addendum to the City’s 2040 General Plan. Union City is a mostly built-out city in the East Bay Area. The biggest challenge for the Housing Element has been demonstrating adequate capacity to meet the RHNA. While the City has made significant progress on providing affordable housing through an inclusionary housing ordinance and several major affordable housing developments funded through public-private partnerships, including high-density housing around the BART station, the lack of vacant, unentitled land has made it difficult to meet the RHNA. The Ascent team worked closely with the City and HCD to develop a strategy that satisfied HCD’s concerns for providing affordable housing and was consistent with the City’s plans for the Station Area. CEQA streamlining was critical to meeting the schedule.

## Mike Parker, AICP

### Sacramento County Regional Housing Needs Allocation Rezone Project SEIR, Sacramento County County of Sacramento

#### Principal in Charge

The Sacramento County Regional Housing Needs Allocation (RHNA) Rezone Project rezoned sites at 30 dwelling units per acre or greater for 2,884 lower-income units to meet the County's RHNA. Specifically, the County rezoned 165 acres (142 acres and an approximately 15 percent buffer). The Zoning Code was amended for by-right development and default densities for lower-income units. The project also required amendments to the County's General Plan to ensure consistency between the General Plan land use designations and zoning districts. Ascent prepared a Subsequent EIR for the project tiering off the County's General Plan EIR to evaluate environmental impacts from the proposed rezone and land use amendments. Mike led the CEQA effort, coordinating with the County to draft the CEQA project description and strategize on incorporating amendments for parcels located in special planning areas and other comprehensive planning areas into the Subsequent EIR. The Rezone was approved and Subsequent EIR certified late 2024.

### Tuolumne County General Plan Update EIR

County of Tuolumne

#### Project Manager

In response to public comments received expressing concern about the Draft EIR, which was previously prepared and circulated by another consulting firm, Tuolumne County decided to recirculate the Draft EIR evaluating the effects of its updated General Plan. Ascent was hired by the County to address key concerns, elevate the EIR's efficacy and legal defensibility, and maximize the County's ability to use the General Plan EIR as a CEQA streamlining tool. Mike managed the preparation of a program-level EIR evaluating General Plan updates proposed by County staff. This was a highly controversial project with several key environmental issues, including potential impacts to habitat and oak woodlands, potential increase in wildland fire risk in the immediate wake of the Camp Fire in Paradise, and potential impacts to farmland, as well as impacts associated with population and growth, including noise and traffic. The County Board of Supervisors certified the EIR and adopted the General Plan Update in January 2019.

### Sacramento 2035 General Plan Update Master EIR, Sacramento County

City of Sacramento

#### Project Manager

Ascent prepared the Master EIR for the City of Sacramento General Plan Update. The approved update to the City's General Plan documented the City's progress in implementing the 2030 General Plan since 2009 and the plan's policies and implementation programs to reflect changed conditions and new priorities. Technical revisions were made to the General Plan to update existing conditions and projected trends; reflect new City priorities and expectations; streamline development review and plan implementation; and address new state requirements. This effort also included an update to the 2008 Housing Element. The updated Master EIR extended the streamlining utility for another 5 years. Streamlining opportunities include the use of the Master EIR for listed subsequent projects and Shovel-Ready Tier 1 Priority Areas and other CEQA opportunities, such as for Transit Priority Projects under SB 375, infill projects under SB 226 CEQA Guidelines, and to reduce the need for project-level traffic study. The 2035 General Plan was approved and the Master EIR certified in March 2015. The General Plan Master EIR was upheld in December 2019 by the California Third District Court of Appeals in *Citizens for Positive Growth & Preservation v. City of Sacramento*. [2012–2015]

### Stockton Blvd Plan, Sacramento County

City of Sacramento

#### Principal-in-Charge/CEQA Task Lead

Mike served as the PIC for the Stockton Boulevard Specific Plan and Neighborhood Action Plan (Stockton Blvd Plan), as well as the CEQA task lead. Ascent, in close collaboration with City staff, prepared the Stockton Blvd Plan—a specific plan for the 4.5-mile Stockton Boulevard corridor in South Sacramento and a neighborhood action plan for the 23 surrounding neighborhoods. The goal of the planning effort was to develop an action-oriented plan that not only strengthens the corridor but also prioritizes the needs of the surrounding neighborhoods so that existing residents and small businesses are not displaced and are able to benefit from future investments and improvements. As part of this collaborative and inclusive planning process, a Resident Planning Team was assembled to act as consultants/collaborators for the team and to build capacity at a community level. The Ascent team worked closely with the City to conduct a robust community engagement program for the plan; significant attention was placed on developing a multilingual outreach strategy. The EIR for the plan was designed specifically to maximize CEQA streamlining, especially future use of the "Specific Plan Exemption" (i.e., CEQA Guidelines Section 15182 and CA Government Code 65457). City Council approved the project and certified the EIR in October 2024.