

DATE February 14, 2023
TO: City of Cupertino
CONTACT: Pamela Wu, City Manager
FROM: Charlie Knox, Tammy Seale, and Terri McCracken
CC: Luke Connolly, Acting Director of Community Development
SUBJECT: **City of Cupertino – General Plan 2040 and Zoning Code Amendments, and Subsequent EIR**

Please accept the attached submittal as PlaceWorks' proposal to prepare the updates to the City of Cupertino General Plan 2040, also known as the Community Vision 2015-2040, Health and Safety Element and Land Use and Community Character Element, and Zoning Code for consistency with City's 6th Cycle Housing Element, together referred to as the proposed project, and the associated Subsequent Environmental Impact Report (SEIR) to the *General Plan Amendment, Housing Element Update, and associated Rezoning Project EIR* that was certified by the Cupertino City Council in December 2014 and the subsequent addenda to the EIR.¹ The SEIR will address impacts from all components of the proposed project.

Charlie Knox, Principal, and Erika Lindstrom, Associate, will lead the updates to the Mobility and Land Use and Community Design Elements, and Zoning Code to implement the City's 6th Cycle Housing Element update. Tammy Seale, Principal, and Eli Krispi, Senior Associate, will lead the update to the Health and Safety Element. Terri McCracken, Associate Principal, and Jacqueline Protsman Rohr, Associate, will lead the preparation of the Subsequent EIR. Terri and Jacqueline will serve as the day-to-day contacts throughout the course of the preparation of these documents.

This proposal shall remain valid for a period of 120 days from the time of submittal. I am authorized to bind PlaceWorks to the contents of this proposal. Please don't hesitate to contact me if you need more information. We look forward to the prospect of working with you.

Sincerely,
PLACEWORKS



Charlie Knox
Principal

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¹ City of Cupertino, certified *General Plan Amendment, Housing Element Update, and Associated Rezoning EIR*, (December 2014) State Clearinghouse Number 2014032007, and approved Addenda (October 2015, July 2019, August 2019, December 2019, October 2021).

SCOPE OF SERVICES

Task 1. Project Initiation, Management, and Coordination

1.1 Project Kick-off

PlaceWorks together with Fehr & Peers will participate in a kick-off meeting with the City staff that focuses on the program components that will be evaluated in the Subsequent EIR (SEIR), and the SEIR itself. The kick-off meeting will allow for a review of project goals, communication protocols, project schedule, work plan, data needs, status of current and planned efforts that are relevant to the project, confirmation of the Health and Safety Element template, and the proposed approach to staff and community engagement. This meeting will establish the project management procedures, including invoicing terms and communication protocols, and data collection approach. We will also discuss how recent work completed for the Climate Action Plan 2.0 and ongoing work for the Santa Clara County Multi-Jurisdictional Hazard Mitigation Plan can be integrated into the Health and Safety Element update and can further inform the update.

Task 1.1 Deliverables:

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

1.2 Project Management and Coordination

Our project management team includes Charlie Knox, Principal, for the Mobility and Community Design and Land Use Elements, and Zoning Code updates; Tammy Seale, Principal, for the Safety Element update; and Terri McCracken, Associate Principal, for the EIR. Erika Lindstrom, Associate, Eli Krispi, Senior Associate, and Jacqueline Protsman Rohr, Associate, will serve as the Project Managers for the listed project components, respectively. Terri and Jacqueline will serve as the day-to-day contacts for overall project management and will oversee the coordination of the regular status conference calls. Terri will also be responsible for overseeing the budget and schedule throughout the preparation of the EIR. Jacqueline will be responsible for overall team coordination throughout the preparation of the SEIR. In addition, PlaceWorks' project team will:

- Reallocate any remaining funds to other tasks within the scope when tasks are completed under budget.
- Send all draft documents through quality control in advance of submitting to the City for review.
- Keep an update to date schedule of the project

PlaceWorks will coordinate with City staff to schedule project status meetings on a routine basis. We offer meeting flexibility to match project needs by conducting a mix of phone and web-based check-in meetings as appropriate to the task. Prior to each meeting, we will work with staff to draft an agenda, determine the most appropriate format, and identify the necessary participants. We recommend and have scoped for semimonthly meetings. The length of each meeting will vary depending on the phase and the agenda, but for the purposes of this scope of work, we have assumed up to 22 meetings averaging one hour each. The status meetings would be in addition

to regular email and phone communication between project team members. Staff from Fehr & Peers will join up to 12 conference calls.

Task 1.2 Deliverables:

- Monthly Project Management
- Up to 22 semimonthly Status Meeting Agendas and Summaries (electronic copies).
- Agenda and notes for subsequent calls with staff (electronic copies).

1.3 Data Collection

The PlaceWorks team will review all relevant documents pertaining to the proposed project for baseline information to be included in the SEIR, as well as existing conditions for the Safety Element. This review will include the General Plan: Community Vision 2015-2040 and the associated EIR, Zoning Code, the Standard Environmental Conditions of Approval, 2017 *Santa Clara County Operational Area Hazard Mitigation Plan* (HMP), and 2019 Emergency Operations Plan, among others. The PlaceWorks team will conduct independent research, conduct field studies, and contact public service providers to ensure the CEQA document contains the most up-to-date information, as needed to inform the environmental analysis.

Task 1.4 Deliverables:

- List of data needs for the CEQA document and Health and Safety Element (electronic copies).

1.4 Administrative Record

During the course of the project, the PlaceWorks team will be mindful of record keeping for the purpose of building the administrative record for the SEIR. At the completion of the SEIR, PlaceWorks will compile all documents in the administrative record and electronically submit them to the City.

Task 1.5 Deliverables:

- Draft and Final Administrative Record in Excel to the City at the completion of the project

Task 2. Health and Safety Element Update

The Health and Safety Element serves as Cupertino's comprehensive strategy to reduce the risks posed by natural and human-caused hazards to community health and safety. The regulatory framework and the realities of hazards and emergency conditions have evolved in the past decade. Safety elements are now required to include more information about flood and wildfire risks and responses, to include increased analyses of evacuation issues, and to comprehensively address the short-term and long-term threats posed by climate change.

The PlaceWorks team will prepare an updated Health and Safety Element that complies with all applicable State laws to protect public health, safety, and welfare. Our approach to this update is to address key issues related to natural and environmental hazards in Cupertino while being responsive to the requirements of the California Government Code and State agencies.

We will streamline the element by creating policies that address multiple issues of concern and provide multiple benefits. Although many of the public safety and climate adaptation and resiliency goals and policies have an obvious home in the Health and Safety Element, achievement of the goals and implementation of policies requires a cross-sector approach.

2.1 Community Outreach and Engagement

Community outreach and engagement in the update of the Health and Safety Element will be integrated with outreach and engagement for the Zoning Code update since the project components will be updated on the same schedule and have community-wide benefits and considerations.

a. Community Engagement Support

We understand community outreach and engagement will be led by City staff. To support staff's efforts, the PlaceWorks team will provide content related to the Safety Element update for use in presentations during community workshops or study sessions and in City communications, including the website, newsletters, and social media posts.

b. Planning Commission and City Council Study Sessions (Optional)

As an optional task, the PlaceWorks team will support staff with presentations to and discussions in up to two study sessions with the Planning Commission and/or City Council, as requested by staff. We assume study sessions will focus on the review and discussion of the Public Review Draft version of the Health and Safety Element, with a meeting of the Planning Commission and City Council for each.

c. Community Workshops (Optional)

As an optional task, PlaceWorks can assist with in-person and/or virtual workshops to support the Health and Safety Element update. These workshops may involve presentations and interactive online exercises that inform, engage, and support collaboration and community building while providing essential guidance and input to the project team. PlaceWorks has extensive experience with online community engagement, specifically hosting workshops or webinars using Zoom and engaging online tools; as well as in-person workshop using strategies such as small group discussions and open-house style meetings. Our approach to workshops can include small group discussions, an open-house, or listening session approach, depending on the needs of the project and preferences of the community. For up to two events, PlaceWorks can prepare an event approach, digital flyer, participant guide, facilitator guide, training, event facilitation and logistics, and post-event summaries as desired by City staff. Cost per workshop depends on the necessary materials and the number of PlaceWorks staff attending the workshop, if any. Our budget assumes participation of four PlaceWorks staff in each workshop, whether it is virtual or in person. PlaceWorks assumes that City staff would promote the community workshop through the project website, social media, and other means. We can provide additional materials and staff, or support additional workshops, for an additional cost.

Task 2.1 Deliverables:

- Health and Safety Element related content (text and supporting graphics) for use on the City’s website, in other communications, and in staff presentations or reports to provide updates and information on the Element update and process.
- Optional Study Sessions
 - Attendance of PlaceWorks staff at two study sessions. If meetings are in-person, the PlaceWorks project manager will attend for the PlaceWorks team.
 - Draft/Final presentation (electronic: PowerPoint and PDF)
- Optional Virtual Community Workshops
 - Attendance of up to four PlaceWorks staff at up to two community meetings.
 - Hosting of up to two virtual trainings total (one per workshop) for those helping with the workshops.
 - Administrative draft and final workshop materials (event approach, digital flyer, PowerPoint, participant guide, facilitation guide, post event summary, etc.).

2.2 Background Report and Vulnerability Assessment

a. Existing Plan Review

The PlaceWorks team will review the existing Health and Safety Element for consistency with general plan requirements as codified in California Government Code Section 65302(g), as updated by SB 1241, 379, 1035, and 99, among others. The team will review the existing Health and Safety Element and identify existing content that should be updated in addition to new content that should be added to comply with State law. We will identify any gaps in the existing Health and Safety Element, including those created by recent changes to state legislation or emerging best practices.

Following review of the Health and Safety Element and identification of updated and new content required for compliance with California Government Code Section 65302(g), the PlaceWorks team will review other existing City plans, such as the 2019 *Cupertino Climate Change Risk and Vulnerability Assessment*, 2017 *Santa Clara County Operational Area Hazard Mitigation Plan* (HMP), 2019 Emergency Operations Plan, Silicon Valley 2.0, and the 2016 *Santa Clara County Community Wildfire Protection Plan* (CWPP), *Cupertino Annex*, which could be used to support compliance with Section 65302(g). We will review these plans and programs for best practices and for recent content that could be integrated into the updated Health and Safety Element.

PlaceWorks will prepare an existing plan review crosswalk, which will compare the Government Code requirements with the content in the existing Health and Safety Element, along with other hazard and adaptation planning documents, to identify gaps that can be addressed during the update process. The plan review crosswalk, provided in an Excel format, will provide recommendations on how to address regulatory gaps in the existing Health and Safety Element, either through integration of existing technical studies and analyses, policies, or other content, as well as updates of existing information, and preparation of new analyses, maps, or content.

This task will also include an assessment of current goals, policies, and programs in the Health and Safety Element, and recommendations for whether to remove, modify, or keep these policies to meet State requirements. We will identify applicable and relevant HMP mitigation strategies, CWPP programs, and other relevant strategies to address climate change and integrate climate change adaptation into goals and policies. The policy review will determine what has been

implemented and what is working in the city, and programs that can be added to meet the future needs of the community.

b. Vulnerability Assessment Update

State law requires local governments to prepare a vulnerability assessment to inform preparation of climate adaptation and resiliency goals, policies, and strategies in the Safety Elements of their General Plans. PlaceWorks understands that a Preliminary Vulnerability Assessment was prepared in June 2021, which was peer reviewed during the Climate Action Plan update in May 2021 and revised into the Adaptation Foundations and Vulnerability Assessment in March 2022. The PlaceWorks team will update the Vulnerability Assessment to be consistent with guidance from the California Adaptation Planning Guide. In accordance with Cal-Adapt, the update will focus on ensuring consideration of an average of the four state-recommended priority climate models based on the Representative Concentration Pathway 8.5, which represents a business-as-usual scenario.

The assessment will help identify issues to be addressed by the new and revised policies in the Safety Element and will be prepared in accordance with the adaptation planning process identified in the California Adaptation Planning Guide. Our team has prepared similar vulnerability assessments for dozens of communities, including the nearby cities of San Carlos and San Leandro.

Consistent with State guidance, PlaceWorks will ensure the Vulnerability Assessment includes information available from federal, state, regional, and local agencies that will assist in developing the vulnerability assessment and the adaptation policies and strategies. We will rely on the most accurate and up-to-date science on the effect of climate change, using Cal-Adapt, the California Fourth Climate Assessment, the ABAG Hazard Viewer, local studies and reports, and all other relevant sources.

PlaceWorks will prepare a list of all additional hazards, populations, and assets recommended for inclusion in the updated Vulnerability Assessment, based on the May 2021 peer review memo, our understanding of the conditions in Cupertino, recommendations from the California Adaptation Planning Guide and the California Climate Adaptation Strategy. The PlaceWorks team will use the hazards, populations, and community assets to evaluate how vulnerable the city is to climate change hazards. Preliminary recommended changes include mapping climate change hazards where data is available, considering additional vulnerable populations in the analysis, and working with City staff to confirm adaptive capacity.

These results will be translated into a quantitative vulnerability score, ranging from one (minimum vulnerability) to five (severe vulnerability). PlaceWorks will rely on the analyses completed to date, including the Preliminary Vulnerability Assessment, Cupertino Climate Change Risk and Vulnerability Assessment Peer Review Memo, and the Adaptation Foundations and Vulnerability Assessment. The results of the scoring will be integrated into the Background Report (Task 2.2.c).

c. Background Report

After the City staff has reviewed and provided a consolidated set of comments on the review of the existing Health and Safety Element and the Vulnerability Assessment update, the PlaceWorks

team will prepare a comprehensive Background Report that will provide hazard-specific information and details to meet Government Code requirements. The Background Report content will provide details on all hazards affecting the city, including geologic and seismic hazards, flooding, fire hazards, hazardous materials, and additional climate change hazards covered in the Vulnerability Assessment. Each hazard section will define the hazard and extent of the hazard, include applicable mapping of the hazard, provide an overview of historic occurrences, explain the likelihood of future occurrence, describe how climate change will affect the likelihood and severity of future occurrences, and provide implications for the Health and Safety Element update. We will also include a section on emergency preparedness and response that will cover evacuation constrained areas, agencies responsible for emergency response, and mutual-aid agreements. The Vulnerability Assessment update will be summarized in each hazard section of the Background Report and factored into the recommendations for the updates to goals, policies, and programs.

d. Mapping for Background Report and Safety Element

The California Government Code requires that the Safety Element includes up-to-date maps. The PlaceWorks Geographic Information System (GIS) team will prepare a comprehensive set of maps for the Health and Safety Element that will include data from the California Department of Forestry and Fire Protection (CAL FIRE), Federal Emergency Management Agency (FEMA), California Geological Survey (CGS), California Department of Water Resources (DWR), and other state or regional agencies. We will prepare a base map with community facilities and infrastructure, and once reviewed and approved by City staff, we will use the base map to create the hazard maps for the Background Report.

To meet SB 99 requirements, our GIS team will also create a map showing evacuation-constrained residential parcels based on the existing evacuation route framework in the city. The PlaceWorks team will also map evacuation routes based on the City's Emergency Operations Plan. After City staff review and provide a consolidated set of comments, PlaceWorks will add the maps into the Final Background Report and will integrate them into the updated Safety Element.

Task 2.3 Deliverables:

- Existing Plan Review Crosswalk (electronic copy)
- Policy Review Matrix (electronic copy)
- Administrative and Final Draft memo identifying climate hazards, populations, assets, and existing adaptive capacity identified in the 2022 Adaptation Foundations and Vulnerability Assessment (electronic copies)
- Administrative and Final Vulnerability Assessment Scoring Workbook (electronic copies)
- Administrative and Final Draft Background Report (electronic copies)
- A set of draft PDF maps (electronic copy)

2.3 Update Health and Safety Element

The current (2015) Health and Safety Element addresses emergency preparedness and regional coordination, fire safety, public safety, hazardous materials, electromagnetic fields, geologic and seismic hazards, flood hazards in Cupertino, and the City's noise contour maps. However, since the regulatory context for safety elements has changed since 2015, we will need to prepare a comprehensive update to comply with current California Government Code requirements.

a. Prepare Draft Goals, Policies, and Programs

The PlaceWorks team will coordinate with City staff to develop goals, policies, and implementation measures (programs or actions) for the Health and Safety Element based on the results of the Background Report and Vulnerability Assessment. We will collaborate with the City to draft goals to improve resiliency throughout the community and adapt to changing climate conditions. The goals will help provide increased protection for all populations and assets, but with particular emphasis on the populations and assets identified most at risk in the Vulnerability Assessment. These goals will also help ensure compliance with recent state requirements for flooding, wildfire, and seismic/geologic hazards.

After City staff review and confirm the goals for the updated Health and Safety Element, the PlaceWorks team will work with City staff to prepare draft policies and implementation programs that effectively address State requirements, the results of the Vulnerability Assessment, and other relevant issues to Cupertino. The topics covered by these measures may include the siting of new public facilities and the relocation of existing ones, hardening existing buildings and infrastructure systems against floods and other hazards, increasing social resiliency among disproportionately affected persons, supporting effective evacuations, coordination with other relevant agencies, and other issues as appropriate. We will preserve existing Health and Safety Element policies as appropriate, revising existing policies where necessary. PlaceWorks will provide one draft version for City staff review. We request City staff provide a consolidated set of comments in Word using tracked changes.

b. Administrative Draft Safety Element

After City staff review and confirm the draft goals, policies, and programs, the PlaceWorks team will prepare a formatted administrative draft Health and Safety Element. We will reference the information in the Background Report and develop brief overviews of the hazards for each section, as well as mapping to meet Government Code Section 65302(g) requirements. The Background Report can be referenced as an Appendix or Attachment to the Health and Safety Element. The Administrative Draft Health and Safety Element will include the same hazards and topic areas covered in the Background Report with the addition of goals, policies, and programs developed as part of Task 2.4.a. We recommend the updated Health and Safety Element integrate the most recent version of the Santa Clara County HMP, 2016 CWPP, and other existing plans into the Element, ensuring increased capabilities for preventing, responding to, and mitigating future hazard events and having access to state and federal grant resources if emergencies or hazard events occur. We will provide this administrative draft to City staff for review, and we request City staff provide a consolidated set of comments in Word using tracked changes.

c. Public Review Draft Safety Element

After receiving a consolidated set of City staff comments on the administrative draft Health and Safety Element, PlaceWorks will prepare a revised version of the Health and Safety Element for public review and distribution. The public review version of the Health and Safety Element will be in the InDesign format of the current Community Vision 2015-2040 document. PlaceWorks will provide a strikethrough and underline, as well as a clean version of the Element. This will provide City officials, members of the public, and other interested agencies and jurisdictions the opportunity to provide input and comment on the Health and Safety Element. We will provide a

screencheck draft, in Word, to staff for confirmation that staff's changes were made as requested and then provide a version for public distribution.

d. State Agency Review

Currently, parts of Cupertino are in a CAL FIRE-designated Very High Fire Hazard Severity Zone (VHFHSZ) in a Local Responsibility Area, which means the City is required to submit the draft Health and Safety Element for review by CAL FIRE/Board of Forestry and Fire Protection. CAL FIRE is currently updating the Local Responsibility Area mapping, and so these designations may change during this project. As applicable, we will coordinate with CAL FIRE for informal pre-review of the 2015 Health and Safety Element to identify initial recommendations on fire safety that we will incorporate into the updated element. We will submit the updated Health and Safety Element for review to CAL FIRE at the time of the public review, and will incorporate recommendations from CAL FIRE as appropriate.

We will also coordinate with the California Office of Emergency Services, OPR's Integrated Climate Adaptation and Resiliency Program, and the Department of Conservation's California Geological Survey as necessary and appropriate. State agency reviews should begin at least 90 days prior to the public hearings and adoption of the updated Health and Safety Element.

Task 2.4 Deliverables:

- Draft Health and Safety Element goals, policies, and programs (electronic copy)
- Administrative Draft Health and Safety Element (electronic copy)
- Public Review Draft Health and Safety Element (electronic copies consistent with the General Plan 2040 [see Task 2.4.c])
- CAL FIRE review matrices (electronic)
- Consultation with state agencies as applicable
- Virtual attendance at one Board of Forestry and Fire Protection meeting

2.4 Public Hearings

a. Public Hearing Draft and Final Safety Element

After the PlaceWorks team receives a consolidated set of comments on the Public Review Draft Health and Safety Element from the City, which will include comments from community stakeholders, and commenting state agencies, as well as recommendations CAL FIRE, we will revise the Health and Safety Element as appropriate to respond to these comments. PlaceWorks will prepare a Public Hearing Draft Health and Safety Element for City staff to take through the local adoption process and a Final Health and Safety Element after the local adoption process is completed. We will also support staff with the preparation of adoption resolutions and ensure that the resolution for adoption contains the right text to comply with AB 2140, incorporating the HMP into the Health and Safety Element.

b. Public Hearings

PlaceWorks will support the City through the formal review of the Health and Safety Element update by the Planning Commission and City Council. The Safety Element team will participate in up to two public hearings. Our scope and budget assume one Planning Commission hearing and one City Council hearing for adoption of the Safety Element. PlaceWorks staff will support City

staff with the preparation of required staff reports and PowerPoint presentations and be prepared to lead or support presentation of the project during each hearing. City staff will be responsible for all required public noticing and production of any printed materials for each meeting. PlaceWorks can support additional meetings on a time-and-materials basis at the request of City staff.

Task 2.5 Deliverables:

- Public Hearing Draft Health and Safety Element (electronic copy)
- Final Health and Safety Element (electronic copy)
- Content for the City resolution to support integration with the HMP
- Support with Planning Commission and City Council staff reports and presentations
- In-person presentation to Planning Commission
- In-person presentation to City Council

Task 3. Mobility and Land Use and Community Character Elements, and Zoning Code Updates

PlaceWorks Principal Charlie Knox and Associate Erika Lindstrom will lead an update to the Mobility and Land Use and Community Character Elements, and Zoning Code to implement the City's 6th Cycle Housing Element update. The Zoning Code update will demonstrate consistency with the new Housing Element to the California Department of Housing and Community Development. PlaceWorks will review the existing Land Use and Community Character Element and Zoning Code to determine the required updates to be consistent with the Housing Element update. After this review, PlaceWorks will meet with City staff to discuss any gaps in the Land Use and Community Character Element and Zoning Code, as well as determine any additional components that should be considered in the Zoning Code update. Changes to City standards and regulations necessary to implement the actions of the Housing Element are anticipated to include parcel-specific rezoning and may include targeted updates to one or more City-adopted Specific Plans. The proposed Mobility Element update would reflect changes in the standard method of measuring transportation impacts from level of service to vehicle miles traveled.

The updates will thoughtfully and meaningfully engage the Planning Commission, City Council, and Cupertino community in assigning appropriate levels of increased density in the neighborhoods identified for the addition of new housing. PlaceWorks anticipates two community-wide open houses (one to solicit input on initial rezoning ideas and one to present draft zoning changes for comment), three focus group meetings (with housing developers, housing advocates, and partner agencies), and presentations at up to two Planning Commission and two City Council meetings. PlaceWorks will prepare the outreach materials for each engagement component, including event approaches, PowerPoints, digital flyers, agendas, group meeting questions, among others. The proposed scope of work includes providing summaries (in Word and PDF format) after each of the outreach events.

The Land Use and Community Character Element and Zoning Code updates will be structured to expedite the approval and construction of housing, especially below market rate housing, and will include site development standards to ensure neighborhood compatibility and the provision of important amenities for current and new city residents. Once the revisions to the Mobility and Land Use and Community Character Elements are confirmed, PlaceWorks will update the

InDesign file of the element in strikethrough and underline to show the recommended changes. The approval of the Zoning Code update and Land Use and Community Character Element update will coincide with the approval of the Housing Element and Health and Safety Element updates following the City Council certification of the Subsequent EIR.

Task 3 Deliverables:

- Community open house, focus group, and City meeting materials (electronic copies)
- Community open house, focus group, and City meeting summaries (electronic copies)
- Administrative, Screencheck, and Public Draft zoning text (electronic copies)
- Administrative, Screencheck, and Public Draft Land Use and Community Character Element revisions (electronic copies)

Task 4. SEIR Scoping

PlaceWorks Associate Principal Terri McCracken and Associate Jacqueline Protsman Rohr will lead the preparation of the Subsequent EIR. The Subsequent EIR approach will use the approved General Plan as the baseline and evaluate the incremental increase in housing and population related to the Housing Element Update.

4.1 Notice of Preparation

PlaceWorks will draft a Notice of Preparation (NOP) that will include a brief project description and a description of the topics to be analyzed in the EIR. The NOP will be prepared pursuant to CEQA Guidelines Section 15082. PlaceWorks will work with the City to prepare a master distribution list for the NOP. PlaceWorks staff will be responsible for circulation to the State Clearinghouse and for mailings to local and regional agencies. PlaceWorks will assist with submitting the NOP to the Santa Clara County Clerk, but it is assumed the City staff will take care of any in-person postings with the Clerk.

Task 4.1 Deliverables:

- Administrative and Public Draft NOP (electronic copies).

4.2 Scoping Meeting

During the 30-day comment period for the NOP, PlaceWorks staff will participate in a public scoping meeting to hear comments on the suggested environmental issues to be addressed in the EIR. PlaceWorks will prepare supporting material as needed, including PowerPoint presentations, comment cards, and sign-in sheets for the scoping. Terri McCracken, joined by one other PlaceWorks staff member, will facilitate the CEQA portion of the scoping meeting. The scoping meeting is assumed to be a maximum of 2 hours. Our scope of work does not include the services of a court reporter for the scoping meeting, but we can arrange to have this service provided at the request and cost of the City.

Task 4.2 Deliverables:

- Scoping meeting materials (e.g., brief presentation (electronic), and comment cards, sign-in sheets (hard copies if in person))
- Scoping meetings comment summary (electronic copies)

4.3 Tribal Consultation Support

PlaceWorks will contact the Native American Heritage Commission (NAHC) concurrent with the preparation of the NOP (Task 4.1), regarding the potential presence of burials and sacred lands in the project area and vicinity, and for a listing of Native American individuals and/or organizations that may have interest in the proposed project or have knowledge of cultural resources on or near the city. PlaceWorks will draft letters to the list of entities that the NAHC provides for submittal by the City to notify them of the proposed project. PlaceWorks will document any correspondence resulting from the outreach effort during the 30-day comment period and assist the City, if consultation from one of the tribes is requested. PlaceWorks will work with City staff to integrate language and/or maps, as necessary, of any sensitive areas and appropriate mitigation measures into the EIR. Our scope of work assumes that a representative from the City will initiate and participate in the consultation process.

Task 4.2 Deliverables:

- Administrative and Final Draft outreach letters to NAHC-identified tribes in Word and PDF files to the City (electronic copies)

Task 5. SEIR Project Description

PlaceWorks will draft a project description to include a detailed buildout projections table to clearly demonstrate to the reader the buildout potential for the horizon of the Housing Element compared to what is approved under the current General Plan. The project description will be organized to clearly describe all components of the proposed project at the appropriate level of detail to facilitate future tiering from the SEIR.

Task 5 Deliverables:

- Administrative and Final Draft Project Description (electronic copies)

Task 6. Environmental Analysis

6.1 Draft Subsequent EIR

a. Administrative Draft Subsequent EIR

The PlaceWorks' team will prepare the technical analysis that will include appropriate mitigation and/or improvement measures as necessary for each environmental topic not scoped out as part of the NOP process, which at this time is anticipated to be agricultural and mineral resources.

If it is determined an evaluation of alternatives is necessary, PlaceWorks will prepare the alternatives evaluation for up to two alternatives including the No Project alternative. The evaluation of alternatives will be at a qualitative level. Based on this analysis, the Environmentally Superior Alternative will be identified pursuant to the CEQA Guidelines. PlaceWorks will also prepare the appropriate conclusions to fulfill CEQA requirements by providing an assessment of unavoidable significant environmental impacts; significant irreversible environmental changes; relationship between local short-term uses of the environment and long-term productivity; cumulative impacts; and effects found not to be significant.

Air Quality and Greenhouse Gas Emissions Analysis

PlaceWorks will prepare an air quality, GHG emissions, and community risk and hazards analysis to evaluate impacts associated with the proposed project. The analysis will be prepared in accordance with the Bay Area Air Quality Management District's (BAAQMD) CEQA Guidelines, which are in the process of being updated by BAAQMD. The approach outlined below is based on BAAQMD's May 2017 CEQA Guidelines for a Program-Level analyses and their GHG Justification Report (2022). The technical information will be summarized in the Draft EIR and modeling data will be included as an appendix. Mitigation measures to reduce emissions will be incorporated, as necessary, to reduce project impacts.

- **Criteria Air Pollutants and GHG Emissions.** The proposed project would intensify housing development within the city, potentially resulting in an increase in regional criteria air pollutant and GHG emissions from transportation, energy, area (i.e., landscape fuel, aerosols, etc.), water/wastewater use, refrigerants, and solid waste disposal. PlaceWorks will model the net increase in regional emissions associated with the RHNA identified in the Housing Element. The transportation sector emissions will be based on daily trips provided by the traffic engineer. Modeling will be conducted using the latest version of the California Emissions Estimator Model (CalEEMod) and emissions will be compared to BAAQMD's significance criteria. Construction emissions will be addressed qualitative in this program-level EIR.
- **Project Consistency with Plans Adopted to Reduce GHG Emissions.** The GHG section will discuss the GHG reduction goals, including Senate Bill 32 (SB 32), Assembly Bill 1279, and SB 375. The California Air Resources Board has adopted the 2022 Climate Change Scoping Plan Update to achieve the SB 32 reduction target and the carbon neutrality goals first established under Executive Order B-55-18. In addition, the Association of Bay Area Governments (ABAG)/Metropolitan Transportation Commission (MTC) has adopted a regional transportation plan/sustainable communities strategy to ensure that the Bay Area can attain the regional transportation-related GHG reduction goals of SB 375. In addition the City recently adopted a Climate Action Plan 2.0 (CAP 2.0). The GHG analysis will include a consistency evaluation of the project with these applicable state, regional, and local plans adopted for the purpose of reducing GHG emissions.
- **Air Quality Management Plan Consistency, CO Hotspots, and Odors.** The San Francisco Bay Area Air Basin is in non-attainment for particulate matter and for ozone. Consistency with BAAQMD's air quality management plan to attain the federal and state ambient air quality standards will also be discussed in the EIR. The project is not anticipated to generate enough traffic to warrant a detailed carbon monoxide hotspot analysis or generate substantial odors; therefore, a detailed analysis compared to BAAQMD's carbon monoxide thresholds and odor impacts is not necessary and impacts would be handled qualitatively based on BAAQMD's CEQA Guidelines screening analysis.

Noise Analysis

PlaceWorks will prepare the noise and vibration technical analyses for the proposed project. The primary source of noise in the City is traffic on major arterials and highways, and local roadways. PlaceWorks will identify major sources of noise in the City and document baseline noise levels based on data collected for the previous General Plan and CEQA documents available. The results of this analysis will be summarized in the EIR and modeling will be provided in an appendix. No noise monitoring is proposed.

- **Transportation Noise.** The project is anticipated to affect future traffic volumes. Therefore, PlaceWorks will model traffic noise using a version of the U.S. Federal Highway Administration (FHWA) Traffic Noise Prediction Model. Baseline noise from aircraft overflights at the San Jose International Airport will also be updated as needed using available data. No detailed modeling of airport noise is proposed.
- **Stationary Noise.** Noise impacts from non-transportation sources will be evaluated on a programmatic level, qualitatively based on local noise standards. PlaceWorks will analyze noise impacts from non-transportation sources (e.g., heating, ventilation, and air conditioning units) in terms of potential impacts to nearby noise-sensitive receptors and the noise limitations identified within the City's Municipal Code.
- **Construction Noise and Vibration.** PlaceWorks will provide a qualitative analysis for potential construction impacts associated with buildout of the Housing Element sites. Future noise and vibration effects from construction activities will be discussed in terms of accepted standards from the U.S. Federal Transit Administration (FTA) and the City's Municipal Code. Feasible mitigation measures will be identified to minimize noise and vibration impacts associated with buildout of the Plan.

Transportation Impact Analysis

Consistent with Senate Bill (SB) 743 and the latest *CEQA Statute & Guidelines*, the City of Cupertino adopted a set of VMT methods and procedures to apply to land use projects in the City in March 2021. The *City of Cupertino Transportation Study Guidelines* (May 2021) provide the desired approach for evaluating the transportation effects of this project on the City's transportation system and services.

The VMT assessment will determine potential VMT impacts of the proposed project. The proposed project is a housing element that would not meet the City's size-based or specific land use exemption VMT screening criteria. Therefore, a comprehensive VMT analysis is needed to determine the proposed project's VMT impacts and mitigation. Except for the VMT under Baseline Conditions and policy summary, Fehr & Peers will not prepare an update to the Existing Conditions summary from the *General Plan Amendment, Housing Element Update, and Associated Rezoning Draft EIR* (2015). Fehr & Peers' approach is outlined below.

- **Policy Summary.** Fehr & Peers will summarize the City of Cupertino and other jurisdiction plans, programs, and policies, which will be used for the Plan Conflict Evaluation listed below.
- **VMT Modeling.** Fehr & Peers will assume use of the latest Santa Clara Valley Transportation Authority (VTA) travel forecasting model as-is. This travel model will supersede the City travel model used for the General Plan environmental review and the VTA travel model used for the VMT threshold setting. Fehr & Peers anticipates up to 72 hours of staff time to prepare the land use inputs for the City of Cupertino VMT forecasts. Fehr & Peers will prepare total VMT rates, and boundary VMT estimates using the methods per the *City of Cupertino Transportation Study Guidelines*. Fehr & Peers will prepare VMT estimates for the following scenarios:
 - Scenario 1: Baseline Conditions
 - Scenario 2: Baseline with Project Conditions
 - Scenario 3: Cumulative Conditions
 - Scenario 4: Cumulative with Project Conditions

City staff will need to define the Baseline Conditions and Cumulative Condition years for this project. If needed the base year (2015) and future year (2040) VMT values from the VTA travel model will be interpolated to develop the desired study year. The total VMT per service population threshold will be derived from the Baseline Conditions VMT forecasts. While the boundary VMT threshold will be derived from the Cumulative Conditions VMT forecast.

- **Transportation Impact Analysis.** Once City staff approves the VMT forecasts and VMT thresholds, the environmental analysis portion of the transportation analysis will proceed.

The proposed project's consistency with relevant transportation programs, plans, ordinances, or policies will be qualitatively evaluated by mode of travel – transit and carpool system, roadway system, bicycle system, and pedestrian system. The evaluation will consider the proposed projects direct and indirect effects on baseline transportation services and facilities, planned services and facilities, and physical and operational transportation outcomes of the project compared to relevant transportation policies.

Fehr & Peers will compare the estimated project generated VMT and project's effects on VMT by specific geographic scale (e.g., County-level) against the threshold of significance. If impacts are identified, mitigations for those impacts will be described and qualitatively evaluated. Fehr & Peers will analyze whether the proposed mitigation measures would reduce or eliminate the significant impacts resulting from the project's implementation. The proposed project is not including transportation improvements; therefore, an assessment of induced automobile travel will not be conducted.

Should there be potential impacts, Fehr & Peers will identify policies and programs to reduce the severity or address the project's direct or indirect impact. Fehr & Peers have included 32 hours to identify potential mitigation measures. To address CEQA requirements, Fehr & Peers will consider additional information that could affect the conclusions of the VMT impact analysis by including a qualitative discussion of the effects of emerging trends like autonomous vehicles and transportation network.

- **Alternatives for Environmental Review.** Fehr & Peers will prepare VMT forecasts for one project alternative and provided a qualitative analysis for up to three other project alternatives. The qualitative analysis will discuss the order of magnitude and direction of the potential change in the VMT without conducting additional forecasting and be documented in the transportation analysis report.
- **Documentation.** The results of the analysis will be documented in a transportation analysis report that will be used in the environmental review. The transportation analysis report will document all assumptions, analysis procedures, findings, impacts, and recommendations, and be supported by graphics and technical documentation in appendices. In general, the transportation section will consist of a description of the methods used, and analysis results for each scenario. If appropriate, significant transportation impacts will be identified and recommended mitigation measures documented.

The transportation analysis will be submitted to City staff for review and comment. Review comments will be incorporated into a draft transportation analysis report. Fehr & Peers' fee estimate includes 32 staff hours to respond to comments and prepare a draft final transportation analysis report. The draft final transportation analysis report will be submitted to City staff to provide editorial comments. Fehr & Peers' will spend up to 16 hours preparing the public draft transportation analysis report that addresses editorial comments from City staff.

- **Response to Comments on the Draft Environmental Document.** Fehr & Peers has included up to 40 hours of staff time to provide response to comments on the public draft environmental impact report document.
- **Transportation Data for Air Quality, GHG Emissions, and Noise Analyses.** All data below will be provided for Scenarios 1 through 4 previously identified and two alternatives' scenarios.

Because the City is focused on the difference between the adopted 2015-2040 General Plan and the 2015-2040 General Plan with the updated Housing Element. These scenarios will allow the City to compare the Cumulative with Project (Alternative 1 or 2) Conditions to either the Cumulative Condition or the Baseline Condition.

As an input into the air quality, GHG emissions, and energy analysis the following items will be summarized in a table format for the PlaceWorks team:

- Citywide residential population and employment
- Daily project trip generation
- Daily total project generated vehicle miles traveled
- Daily total project generated VMT by its components of 2*internal-internal, internal-external, and external-internal

As an input into the noise analysis, the roadway counts (year 2013 roadway segment counts from the previous EIR, plus one new daily count) and forecasts will be summarized for 34 roadway segments (33 segments from the GP EIR and one new segment) in a table format. Transportation forecasts from the VTA travel model will be used to determine the growth in traffic under Cumulative (2040) Conditions scenarios. The forecasting will account for the count year (2013), and the travel model base year (2015) and future year (2040). The study locations will include:

- Sunnyvale-Saratoga Road between Fremont Avenue and Homestead Road (1 segment)
- De Anza Boulevard between Homestead Road and Prospect Road (5 segments)
- Stevens Creek Boulevard between Foothill Boulevard and I-280 (7 segments)
- Wolfe Road between Fremont Avenue and Stevens Creek (4 segments)
- Miller Avenue between Stevens Creek Boulevard and Greenwood Drive (1 segment)
- Homestead Road between Mary Avenue and Tantau Avenue (5 segments)
- Stelling Road between Homestead Road and McClellan Road (2 segments)
- Bollinger Road between De Anza Boulevard and Lawrence Expressway (2 segments)
- Lawrence Expressway between Homestead Road and Bollinger Road (2 segments)
- Foothill Boulevard between Stevens Creek Boulevard and I-280 (1 segment)
- Bubb Road between Stevens Creek Boulevard and McClellan Road (1 segment)
- Blaney Avenue between Homestead Road and Stevens Creek Boulevard (1 segment)
- Vallco Parkway between Wolfe Road and Tantau Avenue (1 segment)
- Tantau Avenue between Vallco Parkway and Pruneridge Avenue (1 segment)
- N Tantau Ave from Pruneridge Ave to Homestead Road (1 segment)
- N Tantau Ave from Vallco Parkway to Bollinger Road (1 segment)
- Stevens Creek Boulevard from Permanente Road/Private Road to Foothill Boulevard (1 segment)
- Miller Avenue from Greenwood Drive to Bollinger Road (1 segment)
- Blaney Avenue from Stevens Creek Boulevard to Bollinger Road (1 segment)
- Stelling Road from McClellan Road to Prospect Road (1 segment)
- Foothill Boulevard from Stevens Creek to Ricardo Road (1 segment)
- Bubb Road from McClellan Road to Rainbow Drive (1 segment)
- Rainbow Drive from Bubb Road to De Anza Boulevard (1 segment)

- Prospect Road from Stelling Road to De Anza Boulevard (1 segment)
- I280 from Magdalena Avenue to Lawrence Expressway (1 segment)
- I85 from Homestead Avenue to Prospect Road (1 segment)
- Homestead Road from Mary Avenue to El Sereno Avenue (1 segment)
- McClellan Road from Foothill Boulevard to De Anza Boulevard (1 segment)

For each roadway segment the following additional information will be summarized and a figure of the roadway segment study locations will be provided:

- Street functional classification (e.g., Arterial, collector, etc.)
- Speed limits and travel model congested speed (miles per hour)
- Truck percentage

As an input for the Noise Contour Mapping, Fehr & Peers will provide PlaceWorks with additional roadways segments. The raw daily roadway volumes for each roadway in Cupertino will be provided in a PDF for the four scenarios listed at the beginning of this task. These raw volumes will provide order of magnitude volumes. The raw volumes of an additional 20 roadway and freeway segments will be summarized.

Task 6.1.a Deliverables:

- Administrative Draft EIR (electronic copy)
- Administrative and Final VMT and transportation tables documenting citywide daily trip generation, citywide total VMT per service population under Baseline with Project Conditions, and the boundary VMT per service population under Cumulative without Project Conditions and Cumulative with Project. (electronic)
- Administrative and Final summary table of the trip generation and VMT metrics needed for the air quality/GHG/energy analysis in the DSEIR, roadway forecasts and supporting data for the noise analysis, and a figure of the roadway segment study locations (electronic copies).
- Administrative and Final Transportation Impact Analysis Report (electronic copy)
- Air Quality and Greenhouse Gas Emissions Analysis Appendix (electronic copy)
- Noise Analysis Appendix (electronic copy)

b. Screencheck and Public Review Draft Subsequent EIR

The scope assumes a single set of consolidated electronic comments from City staff on the Administrative Draft EIR. All staff comments on the Administrative Draft EIR are assumed to be in Word track change or electronic comment. Based on City staff's comments on the Administrative Draft EIR, PlaceWorks will prepare the Screencheck Draft EIR for City staff's review. After City staff's review and approval of the Screencheck Draft EIR, PlaceWorks will prepare the Public Review Draft EIR. Simultaneous with the preparation of the Public Review Draft EIR, PlaceWorks will prepare a Notice of Completion (NOC) and Notice of Availability (NOA) for City staff review and approval.

PlaceWorks staff will be responsible for submitting the Public Review Draft EIR, NOC, and NOA to the State Clearinghouse via CEQAnet. PlaceWorks will assist with submitting the NOC and NOA to the Santa Clara County Clerk, but it is assumed the City staff will take care of any in-person postings with the Clerk. Once posted, the 45-day public review period will begin.

Task 6.1.b Deliverables:

- Screencheck and Public Review Draft EIR (electronic copies)
- Administrative and Final Draft NOC (electronic copies)

- Administrative and Final Draft NOA (electronic copies)
- Submittal to the State Clearinghouse via CEQAnet

6.2 Final EIR, Mitigation Monitoring and Reporting Program, and Statement of Overriding Considerations

Following the CEQA-required Draft EIR public review period, PlaceWorks will compile, review, and organize all comments received on the Draft EIR from the City. PlaceWorks has assumed 100 hours of staff labor for responding to public comments on the Draft EIR. PlaceWorks will prepare and submit the Administrative Draft Final EIR for review by the City. This scope assumes a single set of consolidated electronic comments from City staff on the Administrative Final EIR. All staff comments on the Administrative Final EIR are assumed to be in Word track change or electronic comment. Based on City staff's comments on the Administrative Final EIR, PlaceWorks will prepare the Screencheck Final EIR for City staff's review. After City staff's review and approval of the Screencheck Final EIR, PlaceWorks will prepare the Public Draft Final EIR.

PlaceWorks will also draft the Mitigation Monitoring and Reporting Program (MMRP) for the mitigation measures included in the EIR pursuant to the City's policies and procedures. The MMRP will reflect the appropriate scale and phase of the impacts. If any of the impact discussions are determined to have significant and unavoidable impacts, PlaceWorks will prepare a Statement of Overriding Considerations while preparing the MMRP.

Task 6.2 Deliverables:

- Administrative, Screencheck, and Public Draft Final EIR (electronic copies)
- Administrative and Final Draft MMRP (electronic copies)
- Administrative and Final Draft Statement of Overriding Considerations (electronic copies)

6.3 Certification and Notice of Determination

PlaceWorks will work with the City to prepare draft Findings for the EIR for review by the City Attorney and project management team. PlaceWorks will update the first draft of the findings and produce a final document, based on comments from City staff. If additional revisions to the findings are needed, it is assumed these will be completed by the City in consultation with PlaceWorks. We will participate in up to two certification hearings. PlaceWorks will prepare the Notice of Determination to be filed by the City to the County Clerk's Office. PlaceWorks will submit the NOD to the State Clearinghouse via CEQAnet. Our scope of work does not include any filing fees required pursuant to CEQA, the County Clerk, or the California Department of Fish and Wildlife.

Task 6.3 Deliverables:

- Administrative and Final Draft Findings (electronic copies)
- Administrative and Final Draft Notice of Determination (electronic copies)
- Filing of the Notice of Determination with the State Clearinghouse via CEQAnet

Task 7. Noise Contour Map Update

As a task separate from the EIR Noise Analysis, PlaceWorks will update the Health and Safety Element's Future Noise Contour map to reflect the proposed projects traffic noise volumes

throughout the city. The updated Future Noise Contour map will include major arterial roadways and freeways within the City of Cupertino based on available GIS data provided by City staff and traffic data provided by the traffic engineer.

Task 7 Deliverables:

- Administrative and Final Draft Noise Contour Map (electronic copies)

SCHEDULE

PlaceWorks proposed schedule for completion of the General Plan 2040 and Zoning Code Amendments, and Subsequent EIR is shown in Figure 1, *Project Schedule*. As shown in the schedule, we anticipate that the project can be completed by the end of December 2023. This schedule is contingent upon the following:

- Receiving City centerline data for noise as shown on the schedule shown in Figure 1.
- Receipt of the VTA travel model as shown in Figure 1.
- Approval of all the inputs (buildout numbers) into the travel model by as shown on the schedule shown in Figure 1.
- A stable City-approved EIR Project Description approved by the City by the end of Week 10 of the schedule shown in Figure 1.
- No additional public meetings with ad-hoc or other bodies.
- Timely reviews of project deliverables by City staff (ranging between 1 to 3 weeks depending on the tasks) within the times shown in the schedule in Figure 1.

BUDGET

As shown in Table 1, *Cost Estimate*, the estimated cost to complete the scope of work described in this proposal is \$863,442. This includes a 15 percent contingency budget. Note, reimbursable expenses are only payable to extent reimbursable expenses are actually incurred. The contingency budget will be used to cover any unforeseen out-of-scope work that might be necessary for the project and will only be used with advanced and written consent by the City.

The billing rates for each team member are included in Table 1.

PlaceWorks bills for its work on a time-and-materials basis with monthly invoices.

Assumptions

This scope of work and cost estimate assumes that:

- Our cost estimate includes the meetings described in this scope of work. Additional meetings would be billed through the meeting contingency budget.
- All interim products will be submitted to the City of Cupertino in electronic (Word and PDF) formats and final General Plan update products will be submitted in InDesign format consistent with the current General Plan.

FIGURE 1 PROJECT SCHEDULE

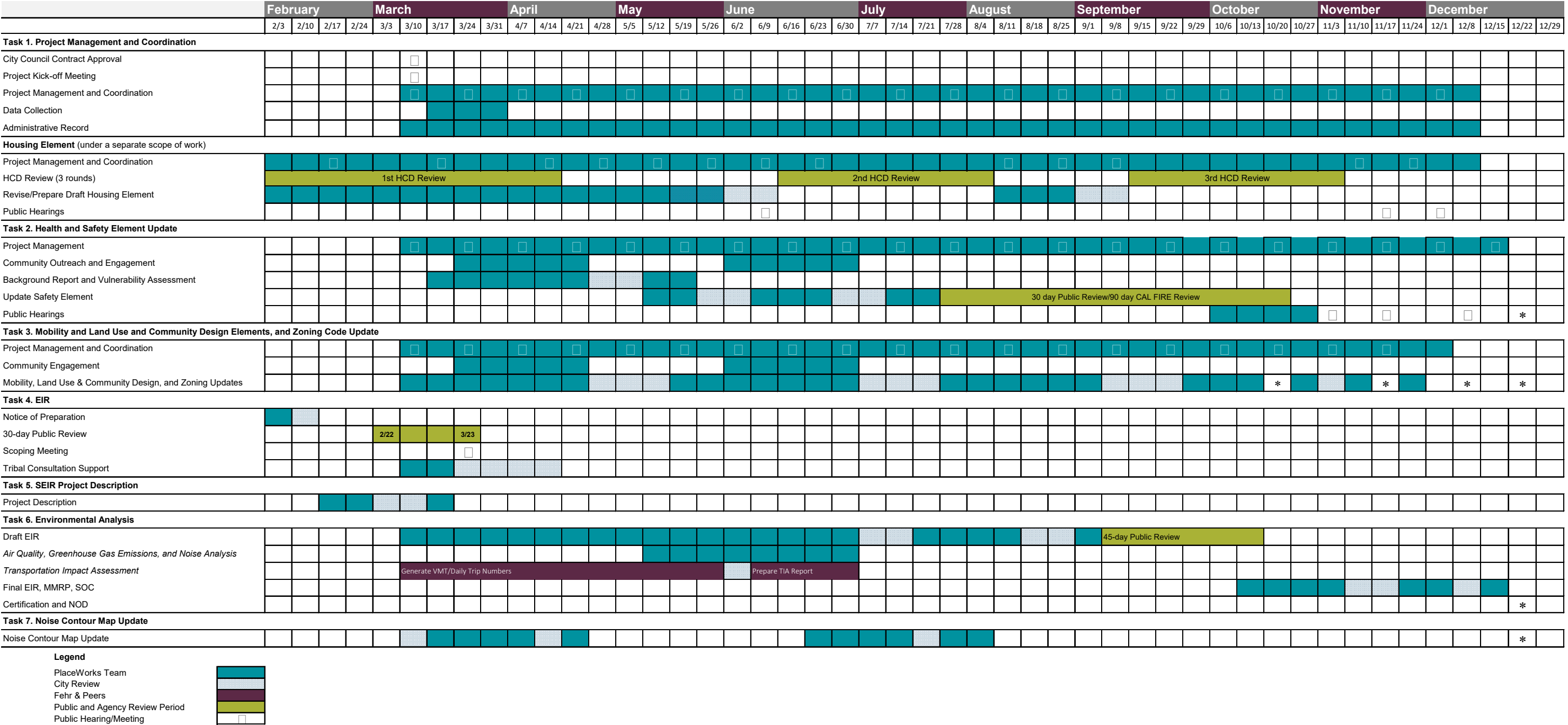




TABLE 1 COST ESTIMATE

PLACEWORKS																				SUB.														
		McCracken	Protsman Rohr	Knox	Lindstrom	Seale	Krispi	Vermilion	Garcia	Fitzgerald	Vang	Nguyen	Bush	Watson	Khan	Guy	Healey/ Miller/ Robbins	ADMIN	GRAPHICS /GIS	TECH. EDITOR			Fehr & Peers											
		Associate Principal, PIC	Associate, Project Manager	Principal, Rezoning	Associate, Rezoning	Principal, Safety Element	Associate, Safety Element	Principal AQ/GHG	Senior Associate Noise	Principal Engineer	Senior Associate AQ/GHG	Associate AQ/GHG	Senior Engineer	Senior Associate	Project Planner Noise	Associate, GIS	Project Planner	\$125	\$125	\$135	PlaceWorks Hours	PlaceWorks 2% Office Expenses	PlaceWorks Total	VMT & TIA	10% Sub. Markup	Sub. Total	Total Task Budget							
Hourly Rate:		\$245	\$175	\$265	\$170	\$250	\$210	\$250	\$195	\$230	\$230	\$155	\$200	\$180	\$145	\$155	\$135	\$125	\$125	\$135														
TASK 1. PROJECT INITIATION, MANAGEMENT, AND COMMUNICATION																																		
1	Kick-Off Meeting		2	4	2	2											4				14	\$52	\$2,652	0	\$0	\$0	\$2,652							
2	Project Management and Coordination		40	62	15	30	6	12													165	\$675	\$34,420	0	\$0	\$0	\$34,420							
3	Data Collection		6	8	2	16			2	4		6	8	4			20				76	\$270	\$13,790	0	\$0	\$0	\$13,790							
4	Administrative Record		4	8													6			30	48	\$145	\$7,385	0	\$0	\$0	\$7,385							
Task 1. Subtotal		52	82	19	48	6	12	2	4	0	6	8	4	0	0	0	30	0	0	30	303	\$1,142	\$58,247	\$0	\$0	\$0	\$58,247							
TASK 2. HEALTH AND SAFETY ELEMENT UPDATE																																		
1	Community Outreach and Engagement			36		10	30										60				136	\$464	\$23,664	0	\$0	\$0	\$23,664							
2	Background Report and Vulnerability Assessment			32		6	16									16	90	12	24	12	208	\$624	\$31,834	0	\$0	\$0	\$31,834							
3	Update Safety Element			24		8	12										50	12	58	12	176	\$517	\$26,357	0	\$0	\$0	\$26,357							
4	Public Hearings			16			16										8				40	\$145	\$7,385	0	\$0	\$0	\$7,385							
Task 2. Subtotal		0	108	0	0	24	74	0	0	0	0	0	0	0	0	16	208	24	82	24	560	\$1,750	\$89,240	\$0	\$0	\$0	\$89,240							
TASK 3. MOBILITY AND LAND USE AND COMMUNITY DESIGN ELEMENTS, AND ZONING CODE UPDATES																																		
1	Mobility Element				8	20													12	4	44	\$151	\$7,711	0	\$0	\$0	\$7,711							
2	Land Use and Community Design Element				8	20													22	4	54	\$176	\$8,986	0	\$0	\$0	\$8,986							
3	Zoning Code Update				100	248										45			22	22	415	\$1,572	\$80,177	0	\$0	\$0	\$80,177							
Task 3 Subtotal		0	0	116	288	0	0	0	0	0	0	0	0	0	0	45	0	0	34	30	513	\$1,899	\$96,874	\$0	\$0	\$0	\$96,874							
TASK 4. SEIR SCOPING																																		
1	Notice of Preparation						4	6									12			1	23	\$82	\$4,177	0	\$0	\$0	\$4,177							
2	Scoping Meeting	10	8														6				24	\$93	\$4,753	0	\$0	\$0	\$4,753							
3	Tribal Consultation Support	6	8														12				26	\$90	\$4,580	0	\$0	\$0	\$4,580							
Task 4. Subtotal		16	16	0	0	0	4	6	0	0	0	0	0	0	0	0	30	0	0	1	73	\$265	\$13,510	\$0	\$0	\$0	\$13,510							
TASK 5. SEIR PROJECT DESCRIPTION																																		
1	Project Description	20	40													2			6	2	74	\$265	\$13,495	0	\$0	\$0	\$13,495							
Task 5. Subtotal		20	40	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	6	2	74	\$265	\$13,495	\$0	\$0	\$0	\$13,495							
TASK 6. ENVIRONMENTAL ANALYSIS																																		
1	Draft Subsequent EIR	118	174	0	0	4	6	25	37	48	36	104	66	42	66	2	218	0	38	74	1058	\$3,707	\$189,042	\$211,900	\$21,190	\$233,090	\$422,132							
2	Final EIR, MMRP, & SOC	35	74	0	0	2	4	2	2	2	2	2	2	2	0	0	76	0	8	14	227	\$778	\$39,673	0	\$0	\$0	\$39,673							
3	Certification and NOD	8	12	4	4												8				36	\$138	\$7,018	0	\$0	\$0	\$7,018							
Task 6. Subtotal		161	260	4	4	16	26	27	39	50	38	106	68	44	66	2	302	0	46	88	1321	\$4,623	\$235,733	\$211,900	\$21,190	\$233,090	\$468,823							
TASK 7. NOISE CONTOUR MAP UPDATE																																		
1	Noise Contour Mapping	2	4					8							12	24					44	\$140	\$7,160	0	\$0	\$0	\$7,160							
Task 7. Subtotal		2	4	0	0	0	0	0	8	0	0	0	0	0		24	0	0	0	0	44	\$140	\$7,160	\$0	\$0	\$0	\$7,160							
Labor Hours Total		251	510	139	340	46	116	35	51	50	44	114	72	44	66	89	570	24	168	175	2888													
Labor Dollars Total		\$61,495	\$89,250	\$36,835	\$57,800	\$11,500	\$24,360	\$8,750	\$9,945	\$11,500	\$10,120	\$17,670	\$14,400	\$7,920	\$9,570	\$13,795	\$76,950	\$3,000	\$21,000	\$23,625		\$10,084	\$514,259	\$211,900		\$233,090	\$747,349							
EXPENSES																																		
PlaceWorks Reimbursable Expenses																																		
EXPENSES TOTAL																																		
15% Contingency																																		
GRAND TOTAL																																		

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DATE January 26, 2023
TO: City of Cupertino
CONTACT: Pamela Wu, City Manager
FROM: Jennifer Gastelum and Cynthia Walsh
CC: Luke Connolly, Senior Planner
SUBJECT: City of Cupertino – 6th Cycle Housing Element Assistance-
Full Proposal

Please accept the attached submittal as PlaceWorks' proposal to provide assistance with the City's 6th Cycle Housing Element update.

Project Understanding

PlaceWorks understands that the City requests assistance in revising its current draft 6th-cycle housing element update for submission to the Housing and Community Development Department (HCD) in accordance with state laws, regulations, and statutes since the last housing element adoption. The current draft 6th cycle Housing Element will serve as the foundation for the 2023-2031 Housing Element update.

Approach

PlaceWorks will review the current 6th cycle Administrative Draft Housing Element and determine what is needed to achieve a complete 6th cycle Administrative Draft Housing Element for City staff to review. PlaceWorks will act as an extension of City staff and support staff through this update process. PlaceWorks will work with City staff to produce a Public Review Draft Housing Element to submit to HCD for review the first 90-day review. Our initial scope of work focuses on review of the current administrative draft, addressing deficiencies regarding new state law requirements and submitting the draft to City staff for review. The following scope does not assume PlaceWorks staff will attend any public hearings or community meetings.

PlaceWorks offers the best housing staff to complete these updates. As Principal, I will oversee the update effort. I lead the housing team and command a thorough understanding of the technical requirements of housing elements. Cynthia Walsh, Senior Associate, will be your day-to-day contacts as Project Manager. Our housing team has considerable experience working with the California Department of Housing and Community Development (HCD), having completed over 100 certified housing elements.

This proposal shall remain valid for a period of 120 days from the time of submittal. I am authorized to bind PlaceWorks to the contents of this proposal. Please don't hesitate to contact me if you need more information. We look forward to the prospect of working with you.

Sincerely,
PLACEWORKS

Jennifer Gastelum
Principal

101 Parkshore Drive, Suite 200
Folsom, CA 95630
916.804.3910 | jgastelum@placeworks.com

6th Cycle Housing Element Scope of Work

Task 1. Project Management and Coordination

1.1 Project Kick-off

We will prepare for and attend a virtual kick-off meeting with the City to exchange information and initiate work. At the meeting, we will:

- Determine staff communication protocol.
- Review and finalize the scope of work and schedule.

Task Deliverable:

- Agenda and data needs list for the kick-off meeting and notes from the meeting.

1.2 Project Management

PlaceWorks will communicate with City staff via phone and email throughout the project. In addition, PlaceWorks project manager will participate in a semimonthly virtual meeting with City staff until the draft Housing Element is submitted to HCD for review and then monthly meetings thereafter. PlaceWorks will also provide and maintain an Internet-based folder for all project materials accessible to the city and consultants.

Task Deliverable:

- Monthly progress report to agency staff.
- Ten (10) semimonthly meetings
- Six (6) monthly meetings

Task 2. Housing Element Review and Organization

PlaceWorks will complete a full review of the Administrative Draft Housing Element to identify any missing data and/or deficiencies with the current draft. PlaceWorks will rely on the HCD review checklist as well as our internal Housing Element checklist to ensure all required data is incorporated. PlaceWorks also proposes reorganizing the Housing Element and Appendices to better align with HCD preferred format and to provide a better flow for the reader.

Task Deliverable:

- Administrative Draft flagged with review comments and feedback

Task 3. Review of the Previous Housing Element Programs (Appendix B5)

PlaceWorks will review the review of previous Housing Element matrix (Appendix B5) that was prepared and provide comments to the City where additional data is needed. PlaceWorks proposes a virtual meeting to walk through the matrix together to address any missing information.

PlaceWorks will address the requirements of California Government Code Section 65588 which requires local governments to review the effectiveness of the housing element goals, policies, and related actions to meet the community's special housing needs.

Task Deliverable:

- One (1) meeting to review the implementation status of the previous housing element programs

Task 4. Housing Needs Assessment (Currently Chapter 3 and Appendix B2)

PlaceWorks will review the Administrative Draft Housing Element and update to comply with Government Code Section 65583.

Task Deliverable:

- Update Housing Needs Assessment to address state law

Task 5. Housing Constraints (Currently Chapter 3 and Appendix B3)

PlaceWorks will review the Administrative Draft Housing Element and update to comply with Government Code Section 65583(a)(4,5)).

Task Deliverable:

- Update Housing Constraints to address state law

Task 6. Sites Inventory (Chapter 4 and Appendix B4)

6.1 5th Cycle Rezones

Program HE-1.3.1 calls out planned rezones as a part of the 5th Cycle Housing Element. PlaceWorks will work with City staff to determine the status of these rezones and if they were included to accommodate a portion of the 5th Cycle RHNA.

6.2 Review Approved Project and Sites

PlaceWorks Staff will review the approved and proposed projects assumed to meet the RHNA to confirm buildout horizon, affordability, and building permit status, consistent with HCDs Sites Inventory Requirements to include approved and proposed projects.

PlaceWorks will review the approved sites list to ensure compliance with state law for including underutilized (non-vacant) sites to meet the RHNA. As part of this analysis, we will analyze the realistic development potential within the planning period by considering the extent that an underutilized/nonvacant site's existing use impedes additional residential development, the jurisdiction's past experience converting existing uses to higher-density residential development, market trends and conditions, and regulatory or other incentives or standards that encourage additional housing development on any nonvacant sites.

6.3 Electronic Housing Element Site Inventory Form

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

Task Deliverable:

- PlaceWorks staff proposes two (2) meetings to review the approved project/sites lists.
- Updated land inventory section in the Housing Element
- Electronic Sites Inventory Form to be completed and submitted to HCD after the Housing Element is adopted
-

Task 7. Fair Housing Assessment (Appendix B1)

PlaceWorks will review the draft of the Fair Housing Assessment (Appendix B1) and ensure that all the following required sections are updated or incorporated into the draft.

Local Analysis Needed

Patterns of Integration and Segregation

- Income
- Race & Ethnicity
- R/ECAP
- RCAA
- Disability
- Familial Status

Access to Opportunity

- TCAC Maps
- Transit
- Environmental Health
- Persons with Disabilities

Disproportionate Housing Needs

- Overcrowding
- Overpayment
- Substandard Housing
- Homelessness
- Displacement Risk

Other Relevant Factors

- History of Segregation
- Mortgage Lending
- Investment Patterns
- Land Use and Zoning

Enforcement and Outreach Capacity

- Compliance with FH laws
- Discrimination cases
- FH outreach capacity
- Summary of outreach completed

Contributing Factors

- Identifies meaningful actions
- Prioritizes contributing factors

Sites Analysis

- Analyze sites with AFH factors

Programs

- Metrics and Milestones

Regional Analysis Needed

Patterns of Integration and Segregation

- Income
- RCAA
- Disability
- Familial Status

Access to Opportunity

- TCAC Maps
- Transit
- Education
- Employment
- Environmental Health
- Persons with Disabilities

Disproportionate Housing Needs

- Overcrowding
- Overpayment
- Substandard Housing
- Homelessness
- Displacement Risk

Task Deliverable:

- Update Fair Housing Section to address state law

Task 8. Goals, Policies, and Programs

PlaceWorks will review all Programs to ensure compliance with state law requirements. Specific Quantified Objectives will be added to each applicable program and specific objectives will be included to address fair housing needs.

The current Administrative Draft Housing Element includes some programs to addresses state law, additional programs will need to be modified and new programs included to comply with Government Code Sections 65583 et seq.

Programs will address:

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

Task Deliverable:

- Update Programs to address state law

Task 9. Housing Element Preparation

9.1 Revised Administrative Draft

While the Housing Element is in the initial 90-day review period PlaceWorks is completing the HCD Housing Element checklist and preparing a Revised Draft Housing Element for staff review with tracked changes that can get incorporated into the initial 90-day review draft.

Task Deliverable:

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

9.2 HCD Review Draft (90-day review incorporate revisions, if feasible)

During this 90-day review period, Place works staff will initiate contact with the assigned HCD reviewer for and will coordinate with HCD throughout the 90-day review, as possible. If it is possible to make changes during the 90-day review period, PlaceWorks will take the lead with changes and provide an updated draft to post on the City's website for 7 days prior to submittal to HCD.

Task Deliverables:

- One (1) electronic copy (in MS Word and PDF) of the Public Review Draft Housing Element to the City

9.3 Revised 2nd HCD Review Draft

Once the 90-day HCD review is complete, PlaceWorks will work with City staff to address the findings identified in the HCD letter. All revisions will be made using tracked changes to clearly show the revisions made. PlaceWorks will provide City staff with a PDF to post to the website for a minimum of seven days.

Task Deliverables:

- One (1) electronic copy (in MS Word and PDF) of the Revised Public Review Draft Housing to be posted on the City's website.
- One (2) hard copies of the Draft Housing Element (clean and track-change version) and cover letter to HCD.

9.4 Revised 3rd HCD Review Draft

After the required seven-day review period, PlaceWorks will prepare a third HCD Review Draft and submit the Revised HCD Review Draft to HCD to initiate the third review period, a 60-day review period. PlaceWorks will work closely with the City's HCD reviewer to address any additional comments they may have.

Task Deliverables:

- One (1) electronic copy (in MS Word and PDF) of the Revised HCD Review Draft Housing Element to the City
- Two (2) hard copies of the Draft Housing Element (clean and track-change version) and cover letter to HCD.

9.5 Final Housing Element and Adoption

Once the Housing Element is approved by HCD, PlaceWorks will prepare a final Housing Element for adoption. Once adopted, PlaceWorks will submit the final housing Element to HCD for certification review (60-days).

Task Deliverables:

- Electronic copies (in MS Word and PDF) of the final draft to the City and to HCD with a cover letter for their 60-day review. One (1) clean version and one (1) showing all changes made.
- Two (2) hard copies submitted to HCD (one (1) clean version and one (1) showing all changes made).
- Final adopted Housing Element will be formatted into In Design. We will provide one draft and then final electronic document

9.6 Addressing Public Comment

During each release of the document (Tasks 9.1, 9.2, 9.3, and 9.4) PlaceWorks will also review public comment and incorporate revisions into the Housing Element as necessary. The budget assumes 6 hours of PlaceWorks time for each round of review, for a total of 24 hours to review and respond to public comments. The budget does not assume formal responses to the commenter.

Task Deliverables:

- Six (6) hours to review and respond to public comments with each release (Tasks 9.1, 9.2, 9.3, and 9.4), for a total of 24 hours.

Task 10. HCD Review Process

PlaceWorks staff maintains strong working relationships with HCD reviewers. Our staff is very familiar with HCD's processes, staff, and what steps need to be taken to ensure Housing Element certification.

PlaceWorks assumes a total of four rounds of review with HCD and will serve as the City's liaison to HCD, which includes:

- City staff submitted the initial Housing Element to HCD (90-day review).
- PlaceWorks will complete the subsequent submittals to HCD, (We anticipate two additional 60-day rounds of review to obtain a conditional compliance letter, we consider this the 2nd and 3rd HCD reviews).
- Calls and emails with HCD staff to discuss comments.
- Incorporating HCD's requested revisions.
- Submission of the final draft to HCD for review and approval (60-day review) (We consider this the fourth HCD submittal).

Task Deliverables:

- We are anticipating two rounds of additional review (City staff has submitted the draft to HCD for the initial 90-day review) each subsequent review will take 60-days).
- Two submittals to HCD, including cover letters of the Housing Element with highlighted changes and additions (and printed copies).
- Emails and memorandums to address HCD questions and comments, as needed.
- Memos with proposed revisions to the Housing Element resulting from HCD comments incorporated into the Housing Element in a tracked-changes format for review and approval by City staff.

Task 11. Public Meetings/Hearings

The PlaceWorks team will provide PowerPoint materials for City staff to present at the draft Housing Element and adopt the final Housing Element.

- Two (2) meetings to present the HCD findings on the draft Housing Element prior to submitting to HCD for a 2nd review and prior to submitting for a 3rd review
- Two (2) public hearings, one (1) Planning Commission hearing to recommend adoption of the Housing Element, and one (1) City Council meeting to adopt the Housing Element.

The PlaceWorks team will prepare the PowerPoint presentations and draft and final Housing Element. City staff will be responsible for the staff reports, resolution, and presentations at all the meetings.

Task Deliverables:

- Four (4) PowerPoint presentations: two (2) to present the draft Housing Element and HCD review findings for the 2nd and 3rd HCD reviews and one (1) for adoption hearings
- PlaceWorks will not present at these meetings/hearings but can attend to help support City staff.

Schedule

PlaceWorks' proposed schedule for completion of the 6th Cycle Housing Element is shown in Table 1.

PlaceWorks has a strong track record in meeting project schedules and coordinating closely with its clients. Over years of managing complex projects, we have developed a variety of tools to keep projects on schedule and ensure that staff are well informed at all times:

- We maintain an up-to-date schedule throughout the project, to ensure that all team members are aware of upcoming meetings and product due dates.
- We stay in close, regular contact with staff and our subconsultants and document important decisions about the project in writing, which ensures that decisions are understood by all team members.
- We schedule project due dates for staff with adequate time for editing and formatting into finished reports.

TABLE 1 PROJECT SCHEDULE

		January				February				March				April				May				June				July				August				September				October				November				December									
		Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	Week 15	Week 16	Week 17	Week 18	Week 19	Week 20	Week 21	Week 22	Week 23	Week 24	Week 25	Week 26	Week 27	Week 28	Week 29	Week 30	Week 31	Week 32	Week 33	Week 34	Week 35	Week 36	Week 37	Week 38	Week 39	Week 40	Week 41	Week 42	Week 43	Week 44	Week 45	Week 46	Week 47	Week 48	Week 49					
TASK 1 Project Management and Coordination																																																							
1.1	Project Kick off																																																						
1.2	Project Management																																																						
1.3	Ongoing Coordination																																																						
TASK 2 Housing Element Review																																																							
2.1	Review of Current Administrative Draft																																																						
2.2	Housing Element Reformat																																																						
TASK 3 Review of Exisiting Programs																																																							
3.1	Review of Previous																																																						
TASK 4. Housing Needs Assessment																																																							
4.1	Housing Needs Assessment																																																						
TASK 5. Housing Constraints																																																							
5.1	Housing Constraints																																																						
Task 6. Sites Inventory																																																							
6.1	5th Cycle Rezones																																																						
6.2	Review Approved Project and Sites																																																						
6.3	Electronic Housing Element Sites Inventory Form																																																						
Task 7. Fair Housing Assessment																																																							
7.1	Fair Housing Assessment																																																						
Task 8. Goals, Polices and Programs																																																							
8.1	Goals, Polices and Programs																																																						
TASK 9. Housing Element Preparation																																																							
9.1	Revised Adminstrative Draft																																																						
9.2	HCD Review Draft																																																						
9.3	Revised 2nd HCD Review Draft																																																						
9.4	Revised 3rd HCD Review Draft																																																						
9.5	Final Housing Element and Adoption Document																																																						
9.6	Address Public Comment																																																						
TASK 10. HCD Review Process																																																							
10.1	HCD Review Process				1st HCD Review - 90-days																			2nd HCD Review - 60-days																	3rd HCD Review - 60-days														
TASK 11. Public Meetings/Hearings Materials																																																							
11.1	Public Meetings/Hearings Materials																																																						
	PlaceWorks Team																																																						
	City Review																																																						
	HCD Review																																																						
	Public Hearing/Meeting																																																						

CHAPTER 2:

Proposed Budget

As shown in Table 2, the estimated cost to complete the scope of work described in this proposal.

PlaceWorks is already under contract for Tasks 1- 5 for \$90,305, this full scope includes the remaining Task 6- 11 to complete the Housing Element update for an additional \$143,010 for a total cost of \$233,315. The billing rates for each team member are included in Table 3. PlaceWorks bills for its work on a time-and-materials basis with monthly invoices.

Assumptions

This scope of work and cost estimate assumes that:

- Our cost estimate includes providing City staff meeting materials but not presenting at public meetings.
- No more than six hours of PlaceWorks staff time will be allocated to respond to public comments on the each of the three Draft Housing Elements, this is separate from scoped HCD review process. If additional labor is necessary, a contract amendment allowing additional work will be necessary.
- This budget does not include any assistance with Public Records Requests.
- All products will be submitted in electronic (PDF) format, printing costs are included for the three sets of documents we will submit to HCD.

TABLE 2 COST ESTIMATE

		PLACEWORKS										
		Jennifer Gastelum	Cynthia Walsh	Lucy Rollins	Karla Martinez	GIS	Graphics	TECH. EDITOR	WP/ CLERICAL			
	Hourly Rate:	PIC \$250	PM \$185	Associate \$160	Prj. Planner \$125	\$165	\$125	\$130	\$130	PlaceWorks Hours		PlaceWorks Total
Task 1 Project Management and Coordination												
1.1	Project Kick off	2	2	2	2					8		\$1,440
1.2	Project Management	35	35	10					20	100		\$19,425
1.3	Ongoing Coordination	55	70	40						165		\$33,100
	Task 1. Subtotal	92	107	52	2	0	0	0	20	273		\$53,965
Task 2 Housing Element Review												
2.1	Review of Current Administrative Draft	8	30		16					54		\$9,550
	Task 2. Subtotal	8	30	0	16	0	0	0	0	54		\$9,550
Task 3 ROP												
3.1	Review of Previous		8	6	12			6	2	34		\$4,980
	Task 3. Subtotal	0	8	6	12	0	0	6	2	34		\$4,980
Task 4 Goals, Polices and Programs												
4.1	Goals, Polices and Programs	4	35	20	5			8	4	76		\$12,860
	Task 4. Subtotal	4	35	20	5	0	0	8	4	76		\$12,860
Task 5 Sites Inventory												
5.1	5th Cycle Rezones		6	3		2				11		\$1,920
5.2	Review Approved Project and Sites	1	50	60	20	25				156		\$25,725
5.3	Electronic Housing Element Sites Inventory Form	1	4	8	15				4	32		\$4,665
	Task 5. Subtotal	2	60	71	35	27	0	0	4	199		\$32,310
TASK 6. Housing Needs Assessment												
6.1	Housing Needs Assessment		8	16	25					49		\$7,165
	Task 6. Subtotal	0	8	16	25	0	0	0	0	49		\$7,165
TASK 7. Housing Constraints												
7.1	Housing Constraints		8	16	25					49		\$7,165
	Task 7. Subtotal	0	8	16	25	0	0	0	0	49		\$7,165
TASK 8. Fair Housing Assessment												
8.1	Fair Housing Assessment		8	70	20	16				114		\$17,820
	Task 8. Subtotal	0	8	70	20	16	0	0	0	114		\$17,820
TASK 9. Housing Element Preparation												
9.1	Revised Adminstrative Draft		16	4				25	20	65		\$9,450
9.2	HCD Review Draft	2	16	4				12	4	38		\$6,180
9.3	Revised 2nd HCD Review Draft		16	10		8			4	38		\$6,400
9.4	Revised 3rd HCD Review Draft		12	10		8			4	34		\$5,660
9.5	Final Housing Element and Adoption Document		8				50	8	2	68		\$9,030
9.6	Address Public Comment	4	24					8	4	40		\$7,000
	Task 9. Subtotal	6	92	28	0	16	50	53	38	283		\$43,720
TASK 10. HCD Review Process												
10.1	HCD Review Process		50	80	40	16	8			194		\$30,690
	Task 10. Subtotal	0	50	80	40	16	8	0	0	194		\$30,690
TASK 11. Public Meetings/Hearings Materials												
11.1	Public Meetings/Hearings Materials	4	24	16	8	2	8		2	64		\$10,590
	Task 11. Subtotal	4	24	16	8	2	8	0	2	64		\$10,590
	Labor Hours Total	116	380	295	148	61	58	67	70	1195		
	Labor Dollars Total	\$29,000	\$70,300	\$47,200	\$18,500	\$10,065	\$7,250	\$8,710	\$9,100	\$0		\$230,815
	PlaceWorks Percent of Total Labor	10%	32%	25%	12%	5%	5%	6%	6%			
EXPENSES												
	EXPENSES TOTAL											\$2,500
GRAND TOTAL												
												\$233,315