



Getting Started on RHNA 6

May 20, 2020

RHNA 6 and San Mateo County

The sixth Regional Housing Needs Assessment will set a high bar for housing production. While the numbers won't be released for several months, preliminary indications are that allocations for San Mateo County jurisdictions will be several times higher than in RHNA 5. At the same time, new state laws have established stricter standards for site inventories which will require additional data and analyses. In most cases, rezoning and changes to zoning standards will be necessary as well as other changes to streamline approvals and support the delivery of more affordable housing. In total, these requirements will make the 2023 – 2031 housing elements more challenging and contentious than any previous update cycle.

At the same time, we all face significant challenges as we address the COVID-19 pandemic and its economic repercussions. It is now more important than ever to leverage resources, streamline and strategically target work efforts, advance affordable housing opportunities, and position every jurisdiction for a successful update process. Many jurisdictions will need to complete their housing elements relying primarily on in-house staff with limited outside support. The collaborative network of 21 Elements will be more important now than ever before.

Leveraging for Success: RHNA 6 and 21 Elements

Outlined on the following pages are four service packages designed to help everyone meet state requirements in as timely and cost-effective manner as possible while advancing our shared goal of creating viable housing choices and tailored local solutions. The packages are structured to leverage shared work efforts and economies of scale while providing the analyses and customized support needed to achieve certification. Each package provides significant work products to support jurisdiction staff in completing their update in-house to the maximum extent possible.

The costs per package are tiered by city size. All packages assume jurisdictional staff commitment to support the work (i.e., completing the element will be a shared effort), as described in the overviews on the following pages. The budget estimates do *not* include work effort to complete rezoning actions and related environmental analyses.

	<i>Small City</i>	<i>Mid-Size City</i>	<i>Large City</i>
Base Package	\$ 2,500	\$ 2,500	\$ 2,500
Getting Started Package	\$ 9,000	\$ 13,000	\$ 19,000
Foundations Package	\$ 7,000	\$ 9,000	\$ 10,000
Full Package	\$ 30,000	\$ 30,000	\$ 30,000
"All In"	\$ 48,500	\$ 54,500	\$ 61,500



BASE Package - General Support for RHNA 6 and Housing Element Updates

- Overview** Support cross-jurisdictional learning, coordination, collaboration and problem-solving for the duration of the housing element process through regular meetings, countywide analyses, best practice research, and shared data and communications tools.
- Timing** *June 2020 through January 2023 (32 months)*
- Cost** *\$2,500 per jurisdiction (full cost \$11,000, with \$8,500 covered by C/CAG and DOH) (assumes full participation)*
- Core Tasks**
- 1 Facilitate sharing and collaboration, including special work sessions and regular meetings
 - 2 Focused research and dialogue on issues of special concern, including strategies to affirmatively further fair housing
 - 3 Provide educational materials and outreach support
 - 4 Engage with HCD on overall process, tours, and technical assistance
 - 5 Develop countywide analyses with jurisdiction-level data for housing needs, etc.
 - 6 Create templates and best practice tools, including support for property owner surveys
 - 7 Conduct ADU affordability survey
 - 8 Educate Sacramento lawmakers about jurisdiction experience
- Products**
- ✓ Update 21 Elements website with tools, products, outreach materials, etc.
 - ✓ Regular meetings and discussion summaries
 - ✓ Jurisdiction specific need tables
 - ✓ Countywide analyses, data templates, best practice reports and similar based on group needs
 - ✓ ADU affordability survey
 - ✓ Shared educational tools for the general public and decisionmakers
- City Roles**
- ▶ Fully participate in regular meetings and special work sessions.
 - ▶ Review and provide feedback on draft work products, including data tools, research papers, educational materials, etc.
 - ▶ Serve as a conduit to others in your city organization and community on issues of shared concern.
 - ▶ Actively share local challenges, best practices, relevant resources and housing knowledge.



GETTING STARTED Package – Site Inventories and Strategies

Overview	Assess potential sites and strategies for creating additional housing capacity, taking into account anticipated need allocations and recent changes in state laws that affect site eligibility. The outcome will be early identification of the most viable strategies to ensure adequate sites so that rezoning and other actions can be completed in conjunction with the update process.
Timing	<i>June 2020 through June 2021 (13 months)</i>
Cost	<i>Small cities \$9,000; Mid-size cities \$13,000; Large cities \$19,000 (additional \$4,000 per city covered by C/CAG & DOH; assumes full participation)</i>
Core Tasks	<ol style="list-style-type: none">1 Prepare jurisdiction-specific site inventory baselines (based on current inventory of zoned and planned sites) and compare to anticipated RHNA need numbers. How much additional capacity will need to be found?.2 Engage an economic analysis firm to conduct development feasibility analyses based on defined site inventory gaps to identify market-supportive capacity increases that could be achieved through alternative planning and policy strategies (including rezoning and other regulatory changes).3 Evaluate and summarize fiscal impacts of each strategy alternative.4 Study market absorption rates for missing middle housing.5 Review analysis methodology and results with HCD.6 Identify the most promising site capacity strategies for each jurisdiction to meet RHNA needs and help ensure that rezoning and other actions can be completed in conjunction with the update process.
Products	<ul style="list-style-type: none">✓ Site inventory baselines and anticipated gaps by jurisdiction✓ Parcel-level data on market-supportive site capacity increases that could be achieved in each jurisdiction through alternative policy strategies (e.g., rezoning based on defined criteria; changes to development standards; density bonuses; etc.) accompanied by summary of fiscal impacts of each✓ Report on market absorption rates for “missing middle” housing and implications for site inventories✓ Recommendations on policy and program strategies for each jurisdiction (developed in conjunction with jurisdiction staff) to meet RHNA
City Roles	<ul style="list-style-type: none">▶ Prepare data on current sites inventory using provided template and engage in follow up discussions.▶ Participate in working group to inform and guide the site strategies analysis and “missing middle” analysis, providing feedback on methodology, strategy alternatives and draft findings.▶ Work with 21E team to define recommendations on strategy priorities for the housing element update to achieve needed site capacity increases.



FOUNDATIONS Package – Housing Needs and Constraints; Focused Support

Overview Get started on updating the housing element: evaluate the existing element in relation to recent state law requirements; develop the key foundational sections of the housing element; and refine the update's work program and schedule, including engagement strategy, rezoning and other actions, as needed, to achieve a certified element.

Timing *June 2020 through June 2021 (13 months)*

Cost *Small cities \$7,000; Mid-size cities \$9,000; Large cities \$10,000 (additional \$4,000 per city covered by C/CAG & DOH)*

Core Tasks

- 1 Work with jurisdiction staff to evaluate existing Housing Element and define update needs.
- 2 Prepare jurisdiction-specific Housing Needs Analysis and Background text, drawing on countywide and local data.
- 3 Prepare jurisdiction-specific Governmental and Non-Governmental Constraints Analysis sections in collaboration with jurisdiction staff.
- 4 Develop jurisdiction-specific scope and schedule for completing the housing element update, including needed regulatory changes.
- 5 Facilitate informal consultation with HCD on jurisdiction-specific issues.
- 6 Provide tailored educational and outreach materials regarding local housing needs and opportunities.

Products

- ✓ Evaluation of existing housing element
- ✓ Drafts of key sections: background, housing needs, governmental constraints and non-governmental constraints
- ✓ Refined work plan and schedule for remainder of the housing element update
- ✓ Tailored educational and outreach materials

City Roles

- ▶ Provide data relevant to the existing housing element, local housing conditions, and both governmental and non-governmental constraints using provided templates. Write some jurisdiction-specific context.
- ▶ Edit material provided by 21 Elements.
- ▶ Collaborate on developing and refining the work program and schedule to complete the update.
- ▶ Participate in jurisdiction-specific consultations with HCD.
- ▶ Review and provide feedback on draft work products.
- ▶ Engage other jurisdictional staff and departments as needed to provide relevant data and reviews.
- ▶ Schedule and lead local engagement activities with 21E support.



FULL Package – Housing Element Development, Review and Approval

Overview	Develop the complete housing element draft; provide support for needed regulatory changes to support the updated element as well as continued public engagement; and help facilitate timely review by HCD in order to achieve final adoption by January 2023.
Timing	<i>July 2021 through January 2023 (19 months)</i>
Cost	<i>\$30,000 per jurisdiction (full cost \$45,500, w/ \$15,500 covered by C/CAG & DOH) (assumes full participation)</i>
Core Tasks	<ol style="list-style-type: none">1 Assist with Housing Element goals, policies, programs and quantified objectives to respond to local housing needs and meet state requirements.2 Present at a community workshop, Planning Commission session and City Council meeting on local housing needs, key opportunities, and proposed policy strategies (assumes 60 hours of outreach support).3 Assist with rezoning, General Plan and other land use changes (assumes 60 hours of support; can be reallocated to other tasks if not needed).4 Continue to facilitate consultation and review with HCD.5 Provide support on special issues analyses and CEQA documentation.6 Work with staff to prepare Draft and Final Housing Elements and attend public hearings.
Products	<ul style="list-style-type: none">✓ Draft Housing Element goals, policies, programs and quantified objectives✓ Presentation on local housing needs, opportunities and proposed policy strategies✓ Draft and Final Housing Elements
City Roles	<ul style="list-style-type: none">▶ Collaborate in development of the housing element goals, policies, programs and quantified objectives. This includes writing and/or editing sections.▶ Continue to schedule and lead local engagement activities with 21E support.▶ Lead rezoning efforts and other regulatory changes (ordinance revisions, etc.) with 21E support.▶ Participate in jurisdiction-specific consultations with HCD.▶ Collaborate on special issues analyses and CEQA documentation, as needed.▶ Review and provide feedback on draft and final work products.▶ Engage other jurisdictional staff and departments as needed to provide relevant data and reviews.▶ Organize and attend public hearings.