
21 Elements

Summary of Accomplishments / 2023-2025 Work Plan

April 1, 2023

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2021 – 2023 Review of Accomplishments

Overview

Most of 21 Elements' focus for the past two years year has been on Housing Element support. With new rules and higher RHNA numbers, it has been a challenge for jurisdictions, but the finish line is within sight. Jurisdictions are narrowing the list of topics they need to address and a few have or are approaching certified Housing Elements.

Initially, staff worked with jurisdictions to understand the scope of tasks that needed to be done and complete a work plan. Jurisdictions once again embraced the concept of working together. They were offered four levels of assistance with completing their housing element.

- Base - General Housing Element assistance – 100% opt in
- Getting Started - Sites inventory and strategies – 86% opt in
- Foundations - Housing needs and constraints 80% opt in
- Full - Assistance with additional sections and hearings – 66% opt in



This reflects a higher level of opting in than the last Housing Element cycle.

Work is going well and all the jurisdictions are engaged. Staff meet regularly both as a large group and one on one. Over 75% of jurisdictions attend any given 21 Elements meeting and all jurisdictions have attended multiple meetings this year. We have conducted multiple in-depth trainings (Housing Element basics, understanding the land use analysis, understanding Affirmatively Furthering Fair Housing, Environmental Justice, etc.) The shared outreach work is complete with a countywide website with jurisdiction specific pages. The economic analysis is also done.

21 Elements is also currently coordinating joint Safety Element and Environmental Justice Elements for interested jurisdictions. The Planning Commissioner training series has returned following a break for Covid.

An increasing percent of 21 Elements' staff time is shifting to laying the groundwork for implementation. High on the priority list is shared housing staffing managed by HEART. 21 Elements is also working on a joint ADU nonprofit proposal.

Detailed Summary

Housing Element Overview

- Prepared sample timeline, slide deck and staff report about Housing Element requirements. Additionally, prepared flyers that can be adapted by jurisdictions.
- Produced material summarizing the success (or lack thereof) of jurisdictions in Southern California and other regions with earlier deadlines, as well as material about the consequences of not being certified.

Housing Needs

- Developed a [Countywide Housing Needs Summary](#) that provides an overview of the current housing needs in San Mateo County. Written for easy inclusion into a jurisdiction's housing element and provided in Word and PDF.
- Using the Housing Needs Data Report provided by ABAG for each jurisdiction and information collected during our RHNA 5 evaluation, we developed a bulleted list for each jurisdiction summarizing key facts.



Review and Revise

- Met with all jurisdictions to review their RHNA 5 Housing Element and identify successes and shortcomings. Produced a detailed matrix of accomplishments and overview of previous work.

Outreach and Let's Talk Housing

- Developed a [Community Outreach Summary template](#) with instructions on how to customize it for inclusion in the Housing Element. Includes details on all outreach efforts.
- Developed [Let's Talk Housing](#) (LTH), a countywide website available in five languages with accessibility features. Launched initial site in two weeks, including a detailed timeline, activities and dedicated pages for each jurisdiction. As of May 2022, the website has been visited more than 13,500 times and 28,400 page visits. Nineteen percent of users were from mobile devices.
- Let's Talk Housing [Facebook](#), [Instagram](#), [Twitter](#) and [YouTube](#) accounts were also created and maintained to keep people informed about upcoming or past event.
- Developed two videos—[What is a Housing Element and How it Works](#) and [Countywide Trends and Why Housing Elements Matter](#)—in Arabic, Chinese, English, Spanish, and Tagalog. They were made available on the Let's Talk Housing YouTube channel and website and shared on social media.
- Developed and held a series of meetings. Meeting materials and/or recording can be found the LTH [Past Events webpage](#):
 - ***Introduction to the Housing Element***— A housing element overview with breakout discussion rooms that was part of a series of introductory meetings
 - ***Introduction to the Housing Element in Spanish*** – Co-hosted by El Comité with English interpretation so non-Spanish speaking staff could participate.
 - ***All About RHNA webinar***— An in-depth dive into sites methodology
 - ***Stakeholder Listening Sessions*** – Four meetings where jurisdictions could listen to and interact with stakeholder groups arranged by topic. More than 30 groups participated including fair housing organizations, housing advocates, builders/developers (affordable and market-rate), and service providers
 - ***Creating an Affordable Future webinars*** – A four-part series to help educate community members about local housing issues, including Why Affordability Matters, Housing and Racial Equity, Housing in a Climate of Change and Putting it All Together for a Better Future.
- Developed a [Demographic Outreach Tool Template](#) for jurisdictions to add public meeting attendance and demographic information. Totals are automatically tallied and compared to existing Census data, and tables/charts are auto-generated.
- Formed an Equity Advisory Group (EAG) consisting of 15 organizations across the county that are advancing equity and affordable housing. EAG members have facilitated and hosted



community meetings in partnership with 21 Elements, collected community housing stories to put a face to housing needs, advised on messaging, and amplified events to their communities. Organizations are featured on the LTH [website](#). Eight jurisdictions presented their draft Housing Elements to the EAG to receive comments.

- Collected stories and quotes from community members across the county and developed an [Our Stories: Housing in San Mateo County](#) for jurisdictions to use in their communities and/or include in Housing Elements.
- Partnered one on one with jurisdictions to plan and staff public meetings.

AFFH

- Hired Root Policy to update the previous countywide fair housing assessment and develop jurisdiction-specific AFFH data summaries, narratives and related materials. These can be found in the jurisdiction-specific folders on the 21 Elements website (password protected).
- Under their contract, Root Policy also:
 - Conducted a countywide resident survey to provide input on fair housing issues and inform AFFH analyses and actions. In addition to a countywide summary of the nearly 2400 responses, break-downs by jurisdiction for each city with 50+ responses were also provided and can be found [here](#).
 - Developed additional AFFH resources, all of which can be found [here](#), including a Fair Housing Action Plan template to help jurisdictions develop AFFH policies and programs in accordance with HCD's format requirements; an analysis of Disparate Access to Educational Opportunities across the county, a key aspect of AFFH; and a two-page summary of State Fair Housing Laws.
 - Met with each jurisdiction to review AFFH analysis results and provide guidance on AFFH policies and programs, all of which are [tracked on this sheet](#), and provided a [guidance memo](#) to help local staff compile the provided resources in their draft Housing Element and supplement with required local information.
- In addition to the resources developed by Root Policy, provided a comprehensive [AFFH resources page](#) on the 21 Elements website and conducted trainings and Q&A about AFFH requirements at multiple 21 Elements meetings.

Constraints

- Surveyed twenty-one jurisdictions of San Mateo County and produced [summary data](#) comparing governmental housing fees across jurisdictions.
- Provided a [report](#) on land costs and the cost to develop housing across San Mateo County.



Sites

- Worked with the urban economics firm ECONorthwest to utilize their MapCraft modeling tool early in the update process so that jurisdictions could test the likely market responses to potential changes in zoning and development standards. Each jurisdiction could test up to 10 scenarios, including rezoning, upzoning, changes to parking standards, changes to inclusionary zoning and changes to fees. Jurisdiction-specific results were provided directly; preparation materials and an overview of analysis results can be found on the 21 Elements sites page, [here](#).
- Provided training on the sites inventory requirements and created guidance memos and tools, including guidance on projecting ADUs and allocating by income category; guidance related to SB9; guidance on rezoning requirements; and more. All of these resources and training materials can be found [here](#).
- Met one-on-one with each jurisdiction to review their draft site inventory, answer questions and provide guidance on strategies for filling remaining gaps and strengthening the inventory overall.
- Wrote memos on counting ADUs and their affordability, counting proposed and under construction housing developments, and other topics.
- Ran second round of analysis for jurisdictions interested in exploring one scenario in more depth.

Policies and Programs

- Created a “housing policy bot” tool ([PBot](#)) to suggest policies and programs for jurisdictions to consider, based on a series of questions.
- Met with jurisdictions and provided a short list of suggested new policies and programs.
- Organized sessions for the Equity Advisory Group to provide feedback on jurisdictions’ proposed Housing Element policies and programs.

HCD

- Hosted 19 individual meet your reviewer meetings with jurisdictions and State HCD staff
- Organized an in person tour where jurisdiction staff could orient HCD reviewers and show off development sites.
- Hosted an in-person lunch with HCD staff, as well as a meeting where advocates could present their priorities.
- Arranged for HCD to make a presentation on the most common pitfalls seen in Housing Elements.



Shared Staff Position

- Developed shared staffing proposal. Partnered with HEART to house the new staff.
- Wrote job description, frequently asked questions and other material.
- Working with jurisdictions on sign ups.

Environmental Justice and Safety Elements

- Developed description and workplan for opt-in multicity, Environmental Justice and Safety Elements. Eight jurisdictions are participating in the Safety Element and two in the Environmental Justice Element.
- Ran RFP process to select consultant to write plans
- Hosted two, 3-hour Environmental Justice training

Planning Commissioner Training/Community Development Director Support

- Planned re-launch of training series post Covid, in close partnership with Home for All. First training scheduled May 31st.
- Hosted bi-monthly meetings for Community Development Directors and Planning Managers. Topics like electrification and planning for biotech.
- Hosted monthly meetings for jurisdiction staff. On average, more than 75% of jurisdiction attend any given meeting, with 100 percent attending at least one meeting this year.

ADUs

- Conducted one on one interviews with eight jurisdictions
- Updated ADU standards for Second Unit Center for all jurisdictions (summaries will be posted soon)

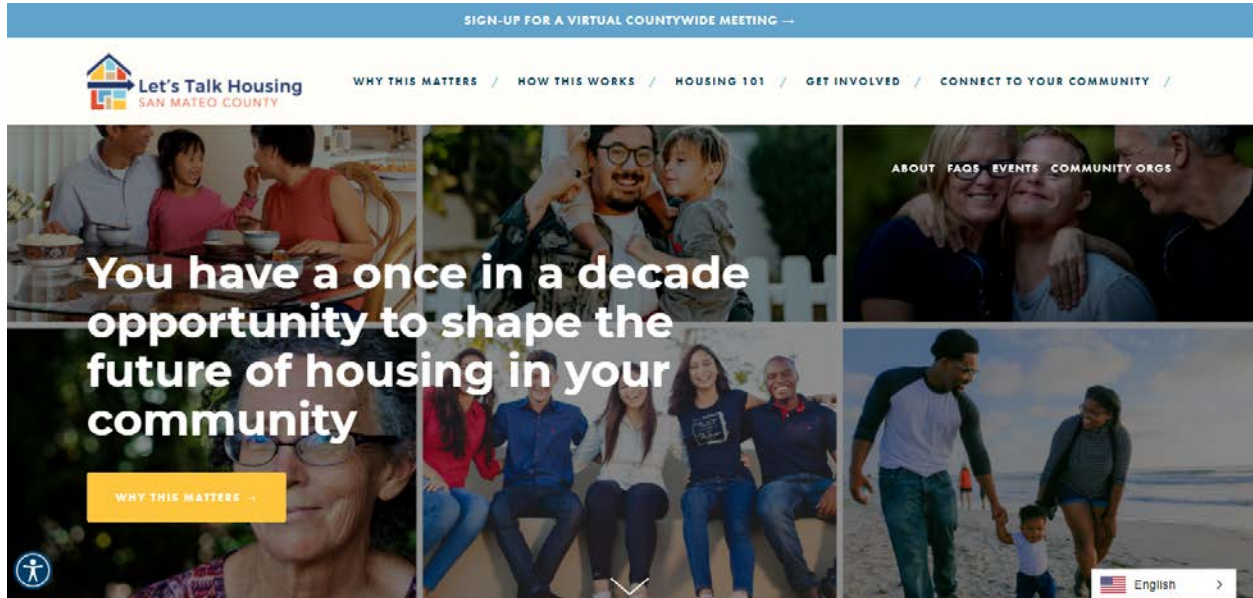


Housing Element Support Sign Up List

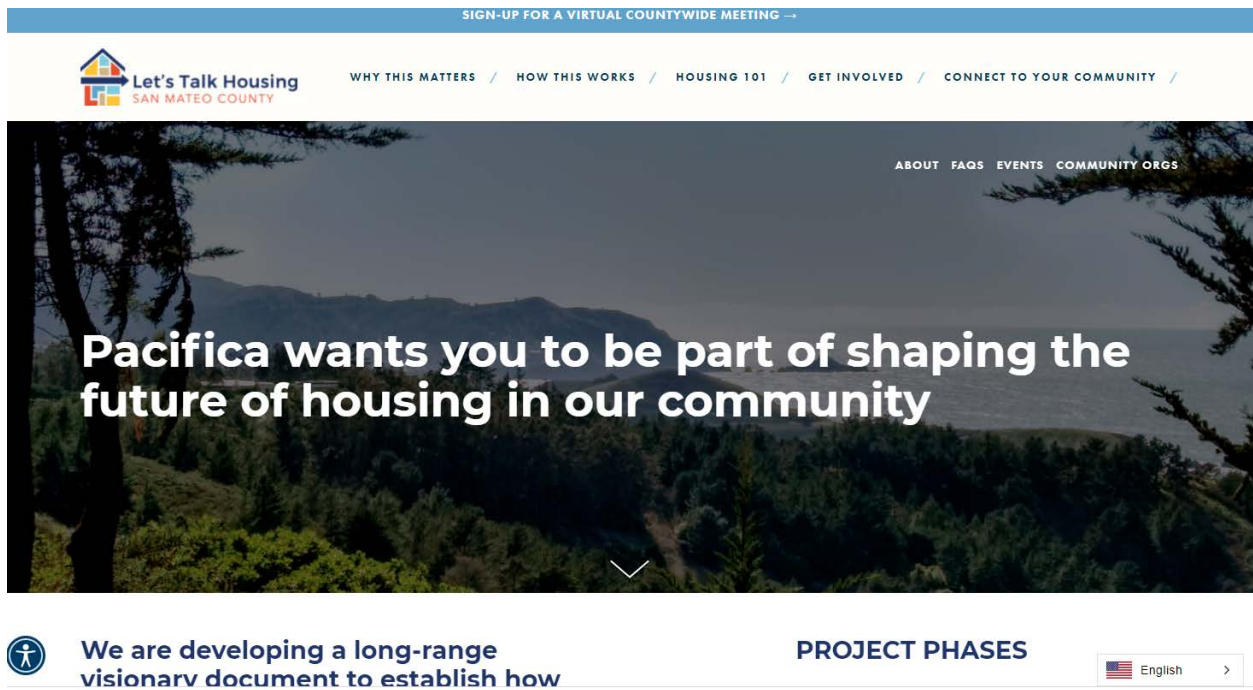
Jurisdiction	Base	Get Started	Foundations	Full
Atherton	Yes	Yes	Yes	Yes
Belmont	Yes	No	Yes	No
Brisbane	Yes	Yes	Yes	Yes
Burlingame	Yes	Yes	Yes	Yes
Colma	Yes	Yes	Yes	No
Daly City	Yes	Yes	Yes	Yes
East Palo Alto	Yes	Yes	Yes	Yes
Foster City	Yes	Yes	Yes	Yes
Half Moon Bay	Yes	Yes	Yes	Yes
Hillsborough	Yes	Yes	Yes	Yes
Menlo Park	Yes	Yes	Yes	Yes
Millbrae	Yes	Yes	Yes	Yes
Pacifica	Yes	Yes	Yes	Yes
Portola Valley	Yes	Yes	Yes	Yes
Redwood City	Yes	Yes	No	No
San Bruno	Yes	Yes	Yes	Yes
San Carlos	Yes	No	No	No
San Mateo City	Yes	No	Yes	No
San Mateo County	Yes	Yes	No	No
South San Francisco	Yes	Yes	Yes	Yes
Woodside	Yes	Yes	No	No



Let's Talk Housing Webpage



Sample City Specific Page





History and Background

21 Elements is a nationally recognized, award winning, collaboration among the county and all 20 cities in San Mateo County. The accomplishments of 21 Elements are significant and include collaboration on housing element updates, shared research, joint work on best practices, collaboration with non-profits and experts involved in the field of housing, coordination with local, regional and state agencies, and providing assistance on pressing housing issues.

21 Elements was initiated by the 21 jurisdictions, C/CAG and the San Mateo County Department of Housing (DOH) in 2008. Over that fifteen-year timeframe, a new 21 Elements work plan and contract has been approved every two years. Each succeeding contract has involved an increasing role for 21 Elements in coordinating and collaborating on critical countywide and jurisdiction-specific housing challenges and concerns.

21 Elements has assisted all the jurisdictions in San Mateo County in achieving State-certified housing elements for both the RHNA 4 planning period, 2007-2014, and the RHNA 5 planning period, 2015-2023. Work continues on RHNA 6, which is proving to be the most challenging cycle ever.

21 Elements has also facilitated implementation of a countywide nexus study that is being used by the fifteen participating cities and San Mateo County to establish legally defensible development impact fees and regulations.

More recently, 21 Elements has produced products, conducted meetings, provided best practices and undertaken other tasks to assist jurisdictions on housing issues related to accessory dwelling units (ADUs), short-term vacation rentals, tenant displacement, linkage fees, etc. In addition, 21 Elements has expanded its role to include the facilitation of bi-monthly Planning and Community Directors' meetings and training for Planning Commissioners, in addition to the work involved in normal 21 Elements meetings and other outreach and collaboration. It is also coordinating countywide Safety and Environmental Justice Elements for interested jurisdictions.

The 21 Elements Work Plan (2023-2025) benefits from the lessons learned while achieving the many successes of 21 Elements over the past fifteen years. Further, the trust, credibility and quality of 21 Elements' work has enhanced the coordination and collaboration among various stakeholders and the jurisdictions in San Mateo County through a neutral, non-advocacy approach to addressing critical housing challenges.



Similar to the previous work of 21 Elements, the effort over the next two years is structured so that a shared funding approach can be developed between the jurisdictions, C/CAG and DOH. Overall, the 21 Elements approach is intended to:

- (1) **Maintain collaborative relationships** with non-profits and affordable housing advocates, HCD, DOH, C/CAG, MTC/ABAG.
- (2) **Save money, time and resources** by sharing costs between all jurisdictions with C/CAG and DOH so that housing concerns can be addressed comprehensively with the least expense being incurred by all.
- (3) **Share information and tailor choices to jurisdiction needs** while providing a structure for the comprehensive coordination and discussion of housing information, policy choices and best practices (and options). Products will continue to be tailored to a range of choices to fit each jurisdiction's conditions and needs.
- (4) **Continue to function as an extension of jurisdiction staff** to quickly respond to housing issues and questions as they arise and to provide a clearinghouse of housing information.

The work of 21 Elements has been closely coordinated with many other countywide efforts related to housing and transportation, including Home for All, the City/County Association of Governments of San Mateo County (C/CAG), San Mateo County Department of Housing (DOH), etc. The graphic below is illustrative of the many local, regional and state agencies 21 Elements collaborates with to inform jurisdictions and help to address housing needs and challenges in San Mateo County.



Examples of Partner Groups





2023 – 2025 Budget Overview

The work plan for 21 Elements from 2023 to 2025 (Fiscal Years 2023/2024 and 2024/2025) builds on the current work and is based on discussions with C/CAG, San Mateo County Department of Housing (DOH) staff and San Mateo County staff. The budget reflects increases for inflation for C/CAG and the Department of Housing as well as funding through the State REAP program.

FY 2023/2024 Total Budget (1)	\$640,510
<i>C/CAG Contribution</i>	<i>\$162,893</i>
<i>DoH Contribution</i>	<i>\$162,893</i>
<i>Cities Contribution 21 Elements (Dues) (2)</i>	<i>\$45,600</i>
<i>REAP Funding (3)</i>	<i>\$269,124</i>

FY 2024/2025 Total Budget	\$371,386
<i>C/CAG Contribution</i>	<i>\$162,893</i>
<i>DoH Contribution</i>	<i>\$162,893</i>
<i>Cities Contribution 21 Elements</i>	<i>\$45,600</i>
<i>REAP Funding</i>	<i>TBD</i>

Notes: (1) Community Planning Collaborative uses a billing rate of \$185 in FY 2023/204 and \$195 in FY 2024/2025 for 21 Elements. (2) Dues are collected by Community Planning Collaborative directly from jurisdictions (3) REAP funding come from the State of California through ABAG. It is not clear at this point if there will be funding in FY 2024/2025.



2023-2025 Workplan

Overview

2023-2025 is a transition period. During the early months of the cycle, 21 Elements will be heavily focused on helping jurisdictions complete their Housing Elements. This includes reviewing drafts of Housing Elements and providing comments both before and after HCD review. It also involves working with jurisdictions, both individual and collectively, on sections as needed including sites inventory and Affirmatively Furthering Fair Housing.

As more and more Housing Elements get certified, 21 Elements will switch more of its focus to implementing priorities identified in the Housing Elements. Many jurisdictions identified policies and programs to produce housing or affordable housing, reduce discrimination, reduce barriers to new construction, etc. Specifically, 21 Elements reviewed draft Housing Elements and consulted with staff on their near-term priorities. These include:

- Rezoning/General Plan Updates
- ADUs
- SB 9
- Working with nonprofit developers on specific sites
- Updates of other elements
- Objective designs
- Inclusionary zoning/impact fees
- Anti-displacement policies
- Affordable housing program management
- Affirmatively Furthering Fair Housing

The type of support will vary depending on the item, but these jurisdiction priorities form the core of 21 Elements' workplan.

Additionally, we will continue to support a full range of 21 Elements activities including highlighting best practices, summarizing new housing laws, holding a tri annual Planning Commissioners meeting and a bi-monthly Community Development Directors/Planning Directors meeting and many other tasks as outlined in the work plan.



The work plan focuses on nine major task areas:

- A. Housing Elements** – Support cities as they update their Housing Elements.
- B. New Laws** - Assist jurisdictions with new state laws.
- C. ADUs/SB 9** - Support the growth of Accessory Dwelling Units including forming/contracting with a nonprofit. Provide resources for SB 9 implementation.
- D. New Housing** - Promote new housing including rezoning, support for PDAs and density bonus.
- E. Affordable Housing** – Encourage the development and better management of affordable housing including the Doorway, Multicity Feasibility and Nexus study system, etc.
- F. Shared Housing Staff** – Finalize the proposal for opt-in, shared staffing and support the launch of the program.
- G. Other General Plan Elements** – Manage the multicounty safety element and environmental justice element.
- H. Meetings, Trainings and Organizational Development** Conduct trainings, meetings and organizational development, and public C/CAG meetings, particularly in the context of new housing laws and proposals. Conduct training for Planning Commissioners.
- I. Other Tasks as Assigned** – To be as responsive as possible, 21 Elements preserves a portion of its budget for tasks that come up throughout the contract period.

Detailed Workplan

A. Housing Elements and RHNA

A1. General Assistance with Housing Element – Assist jurisdictions with the final preparation of Housing Element. This might include review of draft documents, council presentations, one on one meetings or additional analysis about select topics.

A2. Assist Jurisdictions on Housing Element Annual Progress Reports (APRs) — Assist jurisdictions in compiling information and completing their APRs that are due to HCD by April 1 of each year. Completion of APRs is essential for receiving funding and to comply with other State requirements. Assistance may include trainings, memos, useful definitions, data sources, etc.

A3. Identify Changes in Process for RHNA 7 – Collect lessons learned and produce a report to send to HCD and legislators. Participate in calls, surveys and meetings to share suggested changes.



B. Assist Jurisdictions with New State Laws and Requirements

B1. Assist Jurisdictions with AB 2011 and SB 6 Implementation — Assist jurisdictions with implementing AB 2011 and SB 6 requirements; including summary memos, sample staff reports, presentations, objective development standards, processing questions, etc. Assistance may take the form of written materials, training and presentations.

B2. Assist Jurisdictions and C/CAG with New State Laws — Assist jurisdictions with analysis and implementation of any new 2023 or 2024 State laws related to land use, housing and other inter-related items. Provide a summary of bills that have passed their housing of origin in July and a summary of those that are signed by the governor in November. Assistance may take the form of written materials, training and presentations. This includes a detailed summary of new laws and notes on an associated workplan. Participate in C/CAG and DOH staff and public meetings, particularly in the context of new housing laws and proposals.

C. Accessory Dwelling Units and SB 9

C1. Pool Resources to Provide Support for ADUs — Develop an opt-in proposal for jurisdictions interested in pooling their resources to jointly hire or start a nonprofit devoted to promoting ADUs. The center would have two areas of focus 1) Promoting affordable ADUs, and 2) Providing information and resources for the general public to encourage homeowners to build more ADUs/answer questions to relieve the burden on staff.

C2. Conduct Additional ADU Tasks/Products — 21 Elements will undertake a number of other tasks to support the creation of ADUs, including refresh of the ADU workbook and website.

C3. Support SB 9 Implementation – Develop materials to support jurisdictions as they implement SB 9. Conduct comparison of policies.

C4. Conduct ADU Affordability Survey. The 21 Elements team will develop and implement a survey of ADU property owners (using lists provided by participating jurisdictions) to better understand how they are being used, who is being served by them, and the levels of affordability being met.

D. Promoting New Housing

D1. Collect Countywide Data — Produce a summary of housing and transportation trends in the county. Information will include housing units produced or proposed, impact fee collected and new policies passed. This task also includes an update of the parking standards survey.

D2. Prepare Materials to Increase Community Understanding —Produce materials to



address community concerns and acceptance of affordable housing opportunities and new State laws related to density and development approvals. Build on and coordinate with Home for All.

D3. Produce Resources on Density Bonus – Develop resources to help jurisdictions adapt and implement the density bonus ordinance. In particular, help ensure jurisdictions understand how they can tailor it to their unique needs and adapt their current policies and programs to work well with it.

E. Promoting Affordable Housing

E1. Assist Jurisdictions with Accessing Funding Sources — Assist with the preparation of materials and coordination efforts to better position the county to receive funding related to transportation, housing and land use. This work may be completed by a topic specialist sub-consultant.

E2. Impact Fees and Inclusionary – Produce material to help cities complete five-year reports and assist jurisdictions in completing annual reports. Update 21 Elements' summary of inclusionary zoning and impact fee policies for San Mateo.

E3. Support Doorway Implementation — Support the San Mateo County rollout and implementation of Doorway. This includes facilitating meetings, interviews with stakeholders, potentially raising money, etc.

E4. Affirmatively Furthering Fair Housing — Produce material to help cities understand the new state law regarding Affirmatively Furthering Fair Housing.

E5. Conduct Multicity Nexus and Feasibility Study – Repeat the multicity nexus and feasibility study to help jurisdictions tailor their affordable housing fees and requirements.

F. Shared Housing Staff

F1. Complete launch – Planning for the shared housing staff person is well underway, with the launch happening this summer. Assist with writing job descriptions and hiring key personnel.

F2. Support rollout – Assist HEART with the initial tasks to ensure the shared housing staff program is successful.

G. Other General Plan Elements

G1. Safety Element – Assist with multicity Safety Element. (Bulk of funding paid for by jurisdictions participating in Safety Element).

G2. Environmental Justice Element - Assist with multicity Environmental Justice Element. (Bulk of funding paid for by jurisdictions participating in Safety Element).



G3. Open Space Element – Explore the possibility of conducting a joint Open Space Element, to meet new requirements in State Law.

H. Meetings, Coordination and Organizational Development

H1. Support Planning Commissioner Trainings and Planning Directors

Meetings— Host 2-3 Planning Commissioner Trainings, including one on housing and one on transportation. Potentially write a Planning Commissioners Manual. Continue to support a regular meeting of Community Development Directors to discuss housing and related topics.

H2. Trainings and Other Meetings

As issues arise, prepare and implement materials for webinar training and information sharing, similar to what has been done in the past through 21 Elements. Host three topic-specific peer learning events and six 21 Elements meetings, topics to be determined.

H3. Coordinate with Others - As appropriate, attend and participate in Home for All Work Group and Steering Committee meetings, C/CAG meetings, etc. This will include continuing participation in ADU implementation coordination meetings.

H4. Respond to Cities Requests - Provide easy and direct access for jurisdictions to ask questions, distribute information, query other jurisdictions, obtain updated information on State laws and particular items of importance, etc.

H5 – Rebuild 21 Elements Website – Rebuild the 21 Elements website in a more modern platform. The current content management system, Joomla, was state of the art 15 years ago but is out of date.

H6. Organizational Development - Maintain the 21 Elements website, including linkages with other county and city initiatives, updates to contact list, managing day-to-day operations, etc.

I. Other Tasks as Assigned

I1. Provide Services and Develop Products As Needed – The nature of 21 Elements requires flexibility. It is important to reserve a portion of the budget to produce products, conduct research and produce products based on changing jurisdiction needs or development in the broader



Budget

The budget is summarized below. It is based on Community Planning Collaborative's average rate of \$185 an hour in 2023/2024 and \$195 an hour in 2024/2025.

		2023/2024			2024/2024		
		Hours	Prof Time	Direct	Hours	Prof Time	Direct
A1	Assistance with Housing Element	100	\$18,500		0	\$0	
A2	Assist with APRs	40	\$7,400	\$20,000	40	\$7,800	
A3	Changes for RHNA 7	60	\$11,100		0	\$0	
B1	AB 2011 and SB 6	100	\$18,500		0	\$0	
B2	New State Laws	200	\$37,000	\$10,000	100	\$19,500	\$10,000
C1	Pooled ADU resources	200	\$37,000		50	\$9,750	
C2	Additional ADU Tasks	300	\$55,500		100	\$19,500	
C3	SB 9 Implementation	80	\$14,800		0	\$0	
C4	ADU Affordability Survey	200	\$37,000		150	\$29,250	
D1	Collect Housing data	60	\$11,100		60	\$11,700	
D2	Increased Understanding of Housing	40	\$7,400		40	\$7,800	
D3	Density Bonus	200	\$37,000		0	\$0	
E1	Access to Funding	40	\$7,400		40	\$7,800	
E2	Impact Fees and Inclusionary	40	\$7,400		40	\$7,800	
E3	Doorway	80	\$14,800		80	\$15,600	
E4	AFFH	100	\$18,500		100	\$19,500	
E5	Nexus/Feasibility Study	200	\$37,000		200	\$39,000	
F1	Complete Shared Staff Launch	100	\$18,500		0	\$0	
F2	Support Shared Staff Rollout	100	\$18,500		100	\$19,500	
G1	Safety Element	40	\$7,400		0	\$0	
G2	Environmental Justice Element	40	\$7,400		0	\$0	
G3	Open Space Element	40	\$7,400		40	\$7,800	
H1	Planning Commission and Directors	100	\$18,500	\$5,010	100	\$19,500	\$4,000
H2	Training and Other Meetings	80	\$14,800	\$10,000	80	\$15,600	\$9,986
H3	Coordination	80	\$14,800		80	\$15,600	
H4	City Requests	100	\$18,500		80	\$15,600	
H5	Rebuild Website	100	\$18,500	\$10,000	0	\$0	
H6	Organizational Development	80	\$14,800	\$2,000	80	\$15,600	\$2,000
I1	Other Tasks as Assigned	200	\$37,000	\$10,000	160	\$31,200	\$10,000
	Total	3100	\$573,500	\$67,010	1720	\$335,400	\$35,986