

RESOLUTION NO. 2618

A RESOLUTION by the Council of the Town of Friday Harbor selecting a planning consultant to develop a Housing Action Plan.

WHEREAS, the Town of Friday Harbor desires to implement a Housing Action Plan; and

WHEREAS, pursuant to Resolution No. 2691, the Town accepted grant funding from the Washington State Department of Commerce [Agreement 22-63314-110] from its Growth Management Services to assist the Town in its efforts to complete said Plan; and

WHEREAS, the Town Council desires that the document accurately reflect the times and needs of development, provide a foundation for future policy decisions, provide a clear representation of the process and its applicability related to private and municipal development, and include direction for developer frontage, utility responsibilities, related agreements, financial responsibilities and other issues; and

WHEREAS, the Town duly advertised and received five Statement of Qualifications from professional planning and engineering firms interested in providing said Housing Action Plan; and

WHEREAS, the Town has determined after interviewing firms and reviewing qualifications, criteria and interest that SCJ Alliance possesses the necessary familiarity, experience and skill to complete the scope of work requested by the Town and is the best qualified to perform said work;

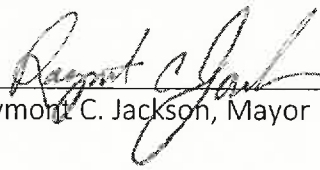
NOW, THEREFORE, BE IT RESOLVED by the Council of the Town of Friday Harbor as follows:

1. SJC Alliance is selected as most qualified Consultant for services performed in completion of a Housing Action Plan.
2. The Town Administrator is authorized to negotiate a services agreement with the Consultant.

Attachments: Exhibit A - Statement of Qualifications

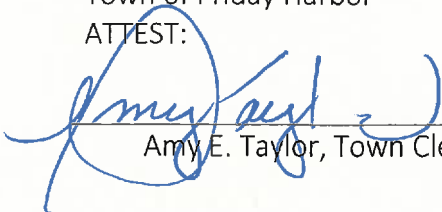
ADOPTED this 3rd day of March, 2022.

TOWN OF FRIDAY HARBOR


Raymond C. Jackson, Mayor

SEAL of the
Town of Friday Harbor

ATTEST:


Amy E. Taylor, Town Clerk



Statement of Qualifications

Town of Friday Harbor Housing Action Plan

Submitted by SCJ Alliance
8730 Tallon Lane NE, Suite 200
Lacey, WA 98516



Executive Summary

Thank you for the opportunity to present our team's proposal to partner with your staff and community to develop the Town of Friday Harbor Housing Action Plan. This planning effort will provide the Town of Friday Harbor with an effective, dynamic, and tailored approach to address the future housing fabric. We believe our team offers the type of experienced staff, attitude, and industry knowledge to deliver a plan that preserves the Town's neighborhood and enhances housing across the community.

We've assembled a team that ensures we can address the technical issues that arise and also share our passion to create a meaningful process. We understand the importance of bringing state-of-the-art knowledge to this effort, and we have selected top-notch planning and economic team members who will be involved throughout the process to ensure consistency at all levels. Town decisions and investments must be consistent with the community's aspirations. The Town of Friday Harbor's Housing Action Plan, along with the accompanying implementation plan, will be an essential component providing critical evidence that the community's input and projected housing needs directly influence the Town's policy and implementation strategies to improve housing variety and affordability for the residents of the Town of Friday Harbor.

SCJ Alliance (SCJ) is a multi-discipline firm, integrating planning, urban design, transportation planning, and engineering in creative ways, serving the unique qualities of each of our clients' communities. We are accustomed to heightening levels of coordination and public engagement, we have the technical skills to ensure the information we gather and derive is relevant, and we're skilled and intentional in our approach to a community needs and issues.

We bring abundant expertise on Washington-based laws, best practices, and trends related to real estate development, earned through advising local government entities on land-use and planning issues throughout the state of Washington. Our team is familiar with the opportunities and challenges facing housing within Washington's community's.

We are partnering with Morgan Shook of **ECONorthwest** who will examine the existing economics and future trends directly impacting housing. ECONorthwest has unparalleled expertise in housing market economics, fiscal impact analysis, and land use policy analysis. They specialize in developing strategies and tools that are grounded in a deep understanding of long-term economic and demographic trends, fiscal and land use considerations, and tailored to the local context.

SCJ has eight offices—your project will be managed from our Lacey and Spokane offices. We love and value collaboration and welcome the opportunity to work directly in the Town of Friday Harbor where we can work shoulder-to-shoulder with Town staff.

We look forward to discussing our qualifications and approach in more depth as you move forward in the selection process.

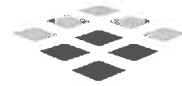
Respectfully,



Alicia Ayars
Project Manager



William Grimes, AICP
Principal-in-Charge



SCJ ALLIANCE
CONSULTING SERVICES

108 N Washington, Suite 300
Spokane, WA 99201
Ph: 509.835.3770
Fax: 360.352.1509
www.scjalliance.com

Year Founded: 2006
Staff: 127
Federal ID: 20-4834444
UBI: 601612261

Project Manager
Alicia Ayars
alicia.ayars@scjalliance.com

Principal-in-Charge
William Grimes, AICP
bill.grimes@scjalliance.com

**SCJ Alliance, an
S-Corporation, was founded
on May 15, 2006 in Olympia,
Washington**

**SCJ Alliance understands
and agrees to obtain a Town
of Friday Harbor business
license as a requirement
for performing services if
selected.**

**This proposal will be valid
for 120 days.**

Timeline and Budget

The SCJ team is prepared to take on this project immediately upon notice to proceed and will dedicate resources to keep it moving forward on schedule. We will pay attention to key critical path drivers and work closely with the Town of Friday Harbor to streamline planning, public engagement, and review.

	2022												2023	
	F	M	A	M	J	J	A	S	O	N	D	J	F	
Phase 1: Housing Needs Assessment														
1.1 Clarify and Quantify Housing Needs														
1.2 Gap Analysis, Projections, and Inventory Map														
Phase 2: Engagement														
2.1 Public Engagement Plan														
2.2 Stakeholder Interviews														
2.3 Community Survey														
2.4 Community Workshop														
2.5 Planning Commission and City Council														
Phase 3: Evaluation of Policies and Tools														
3.1 Review and Analyze the Housing Element of the Comprehensive Plan														
3.2 Review and Analyze Zoning and Development Regulations, and Local Policies														
3.3 Development of Housing Strategies and Measuring Outcomes														
3.4 Implementation Plan														

W – Workshop PC – Planning Commission

Budget and Cost

The table below indicates the expected level of work and costs to execute our work plan. Our desire to be project partners with our clients includes being open and transparent about what we can achieve together within the available budget. We will be able to refine this once we discuss the scope with you in more detail and establish project responsibilities, emphasizing the level of effort as appropriate, and ensuring we're providing you with what you need at a price you can afford. We've used \$72,000 as the target overall, understanding the final fee amount may differ based on the outcome of our conversations.

	Bill Grimes	Alicia Ayars	Aaron Qualls	Rachelle Bradley	Rachel Lewis	Total Cost
PHASE 1 EXISTING CONDITIONS REVIEW						\$4,575
Task 1 Clarify and Quantify Housing Needs						
Data Collection Analysis						
Housing Projections						
Community & Workforce Profiles						
Housing Inventory and Needs						
Task 2 Review and Evaluation of the Land Capacity Analysis	5	20		5		\$4,575
Review of Land Capacity Analysis						
ECONorthwest	5.0	20.0		5.0		\$4,575
PHASE 2 ENGAGEMENT						\$26,690
Task 1 Public Engagement Plan	10	128		49		\$26,690
Public Engagement Plan		15.0				\$2,325
Stakeholder Interviews		20.0		10.0		\$4,100
Community Survey		15.0		15.0		\$3,825
Community Workshop	8.0	72.0		20.0		\$14,720
Planning Commission	2.0	6.0		4.0		\$1,720
PHASE 3 EVALUATION OF POLICIES AND TOOLS						\$16,540
Task 1 Policies and Tools	12	40		80		\$16,540
Review and analyze the Housing Element of the Comprehensive Plan	6.0			20.0		\$3,170
Review and analyze Zoning and Development Regulations and Local Policies				20.0		\$2,000
Development of Housing Strategies & Measuring Outcomes		20.0		20.0		\$5,100
Implementation Plan	6.0	20.0		20.0		\$6,270
				Subtotal		\$47,850
				ECONorthwest		\$22,000
				Subconsultant Markup		\$2,000
				Reimbursable Expenses (printing, mileage, etc.)*		\$956.10
				Accommodation		\$600
				mileage		\$390
				Total Estimated Project Cost		\$72,141.10

*The percentage of total salary costs includes office supplies, lodging, and meals. Mileage is broken out separately

**AGREEMENT FOR SERVICES
TOWN OF FRIDAY HARBOR
AND
SCJ ALLIANCE**

This Agreement is entered into by and between the Town of Friday Harbor, Washington, a municipal corporation of the State of Washington, hereinafter referred to as "the Town," and Shea, Carr & Jewell, Inc. (dba SCJ Alliance) hereinafter referred to as "the Consultant."

WHEREAS, the Town desires to contract with the Consultant to provide planning services for the Friday Harbor Housing Action Plan as described in Exhibit A.

WHEREAS, the Town desires to have the Consultant perform such services pursuant to certain terms and conditions; NOW, THEREFORE,

IN CONSIDERATION OF the mutual benefits and conditions set forth below, the parties hereto agree as follows:

1. **Scope of Services to be performed by Consultant.** The Consultant shall perform those services described in "Exhibit A" attached hereto and incorporated herein by this reference as if fully set forth. In performing such services, the Consultant shall at all times comply with all federal, state, and local statutes, rules, and ordinances applicable to the performance of such services and the handling of any funds used in connection therewith.
2. **Compensation and Method of Payment.** The Town shall pay the Consultant for services rendered within ten (10) days after Town Council voucher approval. The Consultant will invoice the Town monthly based upon actual time expended and expenses incurred on the project. Based on the fee proposal in "Exhibit A", the Consultant shall be paid a total amount not to exceed \$75,000 without written modification of the Agreement signed by the Town. The Consultant shall complete and return a current Internal Revenue Service W-9 form to the Town prior to or along with the first billing invoice submittal.
3. **Duration of Agreement.** This Agreement shall be in full force and effect for a period commencing on the date of execution by both Parties, and ending April 30, 2023, unless sooner terminated under the provisions hereinafter specified or extended through a mutually agreed upon written amendment to this agreement.
4. **Ownership, Form, and Use of Documents.** All documents, drawings, specifications, and other materials produced by the Consultant in connection with the services rendered under this Agreement shall be the property of the Town whether the project for which they are made is executed or not. The Consultant shall provide to the Town all final documents, reports, or studies in printed and electronic form unless otherwise designated in Exhibit A. Unless otherwise directed in writing by the Town, all final documents, reports, or studies shall be provided to the Town in both a PDF and Word format. Where applicable, all Complete Plan Set Drawings shall include all Specifications and shall be submitted to the Town in the most updated version of AutoCAD in an unrestricted format and in accordance with Friday Harbor Municipal Code. The Consultant shall not be responsible for any use or modifications of said documents, drawings, specifications, or other materials by the Town or its representatives for any purpose other than the project specified in the Agreement.

5. **Independent Consultant.** The Consultant and the Town agree that the Consultant is an independent Consultant with respect to the services provided pursuant to this Agreement. Nothing in this Agreement shall be considered to create the relationship of employer and employee between the parties hereto. Neither the Consultant nor any employee of the Consultant shall be entitled to any benefits accorded Town employees by virtue of the services provided under this Agreement. The Town shall not be responsible for paying, withholding, or otherwise deducting any customary state or federal payroll deductions including but not limited to FICA, FUTA, state industrial insurance, or state workers compensation, nor shall the Town assume the duties of an employer with respect to the Consultant or any employee of the Consultant.

6. **Indemnification.** Consultant shall defend, indemnify and hold the Town, its officers, directors, employees, and agents harmless from any and all claims, injuries, damages, losses, or suits, including reasonable attorney fees, arising out of or resulting from the acts, errors, or omissions of the Consultant in performance of this Agreement, except for injuries and damages caused by the sole negligence of the Town. In the event of liability for damages arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of the Consultant and the Town, its officers, directors, employees and/or agents, the Consultant's liability, including the duty and cost to defend, hereunder shall be only to the extent of the Consultant's negligence. It is further specifically and expressly understood that the indemnification provided herein constitutes the Consultant's waiver of immunity under Industrial Insurance, Title 51 RCW, solely for the purpose of this indemnification. THIS WAIVER HAS BEEN MUTUALLY NEGOTIATED BY THE PARTIES.

7. **Insurance.**
 - A. The Consultant shall procure and maintain in full force throughout the duration of the Agreement comprehensive general liability insurance with a minimum coverage of \$1,000,000 per occurrence/aggregate for personal injury and property damage. Said policy shall name the Town of Friday Harbor as an additional named insured and shall include a provision prohibiting cancellation or reduction in the amount of said policy except upon thirty (30) days prior written notice to the Town. Cancellation of the required insurance shall automatically result in termination of this Agreement.

 - B. In addition to the insurance provided for in Paragraph A above, the Consultant shall procure and maintain in full force professional liability insurance for those services delivered pursuant to this Agreement that, either directly through Consultant employees or indirectly through contractual or other arrangements with third parties, involve providing professional services. Such professional liability insurance shall be maintained in an amount not less than \$1,000,000 combined single limit per claim/aggregate. For the purposes of this Paragraph "professional services" shall include, but not be limited to, the provision of any services provided by any licensed professional.

 - C. Certificates of coverage as required by Paragraphs A and B above shall be delivered to the Town within fifteen (15) days of execution of this Agreement.

8. **Record Keeping and Reporting and “Red Flag” Rules.**

- A. The Consultant shall maintain accounts and records, including personnel, property, financial, and programmatic records, which sufficiently and properly reflect all direct and indirect costs of any nature expended and services performed pursuant to this Agreement. The Consultant shall also maintain such other records as may be deemed necessary by the Town to ensure proper accounting of all funds contributed by the Town to the performance of this Agreement and compliance with this Agreement.
- B. These records shall be maintained for a period of six (6) years after termination hereof unless permission to destroy them is granted by the Office of the Archivist in accordance with RCW Chapter 40.14 and by the Town.
- C. The Consultant has received, and shall adhere to, the Town’s Identity Theft Prevention Program (“Red Flag” rules).

9. **Taxes, Licenses and Permits.**

- A. The Consultant shall procure and maintain a Town Business License in accordance with FHMC Chapter 5.04, Business Taxes, Licenses and Regulations, prior to beginning work under this Agreement. The Consultant shall also be responsible for ensuring that all Consultants and sub-Consultants obtain a Town Business License.
- B. The Consultant acknowledges that it is responsible for the payment of all charges and taxes applicable to the services performed under this Agreement, including all taxes owed under Title 3 FHMC; and the Consultant agrees to comply with all applicable laws regarding the reporting of income, maintenance of records, and all other requirements and obligations imposed pursuant to applicable law. If the Town does not receive or is assessed, made liable, or made responsible in any manner for such charges or taxes, the Consultant shall reimburse and hold the Town harmless from such costs, including attorney's fees. The Consultant shall also require all Consultants, sub-Consultants, and suppliers pay all charges and taxes in accordance with this section.
- C. In the event the Consultant fails to pay any taxes, assessments, penalties, or fees imposed by the Town or any other governmental body, then the Consultant authorizes the Town to deduct and withhold and/or pay over to the appropriate governmental body those unpaid amounts upon demand by the governmental body. This provision shall, at a minimum, apply to taxes and fees imposed by Town ordinance. Any such payments shall be deducted from the Consultant’s total compensation.

10. **Audits and Inspections.** The records and documents with respect to all matters covered by this Agreement shall be subject at all times to inspection, review, or audit the Town, its authorized representative, the State Auditor, or other government officials authorized by law during the performance of this Agreement. The Town shall have the right to conduct an audit of the Consultant's financial statement and condition and to receive a copy of the results of any such audit or other examination performed by or on behalf of the Consultant.

11. **Termination.** This Agreement may at any time be terminated by the Town upon giving to the Consultant thirty (30) days written notice of the Town's intention to terminate the same. If the Consultant's insurance coverage is canceled for any reason, the Town shall have the right to terminate this Agreement immediately.
12. **Discrimination Prohibited.** The Consultant shall not discriminate against any employee, applicant for employment, or any person seeking the services of the Consultant under this Agreement on the basis of race, creed, color, national origin, marital status, sex, age, disability, or other circumstance prohibited by federal, state, or local law or ordinance, except for a bona fide occupational qualification.
13. **Assignment and Subcontract.** The Consultant shall not assign or subcontract any portion of the services contemplated by this Agreement without the prior written consent of the Town.
14. **Entire Agreement.** This Agreement contains the entire agreement between the parties hereto, and no other agreements, oral or otherwise, regarding the subject matter of this Agreement shall be deemed to exist or bind any of the parties hereto. Either party may request changes to the Agreement. Proposed changes which are mutually agreed upon shall be incorporated by written amendments to this Agreement.
15. **Notices.** Notices to the Town of Friday Harbor shall be sent to the following address:

Denice Kulseth, Town Administrator
Town of Friday Harbor
PO Box 219
60 Second Street
Friday Harbor, Washington 98250
Phone number: (360) 378-2810
dkulseth@fridayharbor.org

Notices to the Consultant shall be sent to the following address:

Bill Grimes, AICP
SCJ Alliance
108 N Washington, Suite 300
Spokane, WA 99201
Phone Number: (509) 835-3770
bill.grimes@scjalliance.com

16. **Applicable Law; Venue; Attorneys' Fees.** This Agreement shall be governed by and construed in accordance with the laws of the State of Washington. In the event any suit, arbitration, or other proceeding is instituted to enforce any term of this Agreement, the parties specifically understand and agree that venue shall be exclusively in San Juan County, Washington. The prevailing party in any such action shall be entitled to its attorney and expert witness fees, and costs of suit.

17. Executed this 25th day of March, 2022.

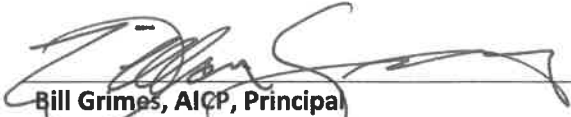
TOWN OF FRIDAY HARBOR:



Raymont C. Jackson, Mayor

DATE: 3/25/2022

CONSULTANT:



Bill Grimes, AICP, Principal

DATE: 3.30.22

Attachments:

Exhibit A: Statement of Qualifications/Scope of Work/Fee Schedule

Exhibit B: Housing Action Plan Grant Objectives

Exhibit A

Section 1. Statement of Qualifications

SCJ Alliance (SCJ) is a full-service professional planning and engineering services firm, in business since 2006, specializing in strategic planning and solving the complex issues that challenge developing communities. SCJ will be the project team lead, coordinating the work of a subcontractor and taking the lead on the housing needs assessment, public engagement, updates to the housing element of the comprehensive plan, and the Housing Action Plan report. It's a role in which we are very familiar, frequently leading work on projects just like this one.

SCJ has been working with Washington communities since its inception on comprehensive planning, at times often focusing on specific elements or the future vision for the community. In recent years, as more emphasis has been placed on addressing housing availability and affordability, SCJ has been leading many housing projects across the state whether it be grant funded via HB 1923, the additional housing funding allocated in 2021's legislative session for Housing Action Plans or providing more data and research into a communities Housing Element in anticipation of the requirements of HB 1220. We have participated as the grant writer, administrator, and project lead for many of these efforts and work with local and state representatives to complete the project on budget and on time.

Our staff and subconsultant are well connected at the state level to coordinate with leading Department of Commerce staff to meet deliverable deadlines and knowledgeable of the different implementation strategies. Particularly, as more housing-related planning has occurred in recent years more creative strategies have developed whether it addresses missing-middle housing, size/type/style, racial and economic inequities and so much more

Section 2. Scope of Work

The tasks and deliverables are intended to meet the requirements of the Town's Housing Action Plan grant with the Department of Commerce. The Consultant and the Town will work together using the scope of work and work plan described by the grant application (Exhibit B) to ensure grant obligations are met.

Task 1.0 Existing Conditions

Deliverable. Existing Conditions and Housing Needs Analysis

Task 1.1 Clarify and Quantify Housing Needs

- a) Quantify existing and projected housing needs for all income levels, including extremely low- income households, with documentation of housing and household characteristics, and cost-burdened households

- b) Collect data on type, size, cost, and age of housing in the city. Collect data on rental properties (e.g., type, size, cost, and age) and percentage of housing stock

- c) Review the effectiveness of current programs, development regulations and permitting processes related to housing development
- d) Assist Town with developing a housing element and other policies regarding housing, based on the new housing element include an evaluation of success, in attaining planned housing types and units, achievement of goals and policies, and implementation of the schedule of programs and actions
- e) Describes the community population within the regional context with a focus on characteristics that shape current and future housing demand and needs; conducts a demographic analysis to assess existing and emerging trends. Analyze pertinent information including population growth, household structures, age trends, diversity trends, income characteristics, poverty statistics, economic drivers/trends, and employment trends. Provide documentation of projections.

Task 1.2 Assist with Developing and Analyzing a Land Capacity Analysis

- a) Review San Juan County's land capacity analysis GIS tool for applicability to the Town of Friday Harbor. Provide examples of land capacity analysis procedures from other jurisdictions. Assist Town Staff in developing a land capacity analysis tool.
- b) Using the selected tool review the existing data, matching up existing zoning and land use areas to provide housing with projected needs and housing gaps for all income segments. Identify areas that may be at higher risk of displacement from market forces.
- c) Provided an analysis in (b) using the preferred alternative zoning district schema to attain planned housing types and units to achieve updated goals and policies.

Task 2.0 Engagement

Deliverable. Public

Engagement Plan Task

2.1 Public Engagement

Plan

- a) Identify groups that should be included in outreach
- a) Conduct public outreach to develop goals and objectives.
- b) Seek input from the community to identify demand for housing types among current population.
- b) Work with the town to develop a list of stakeholder and public involvement participants categorized according to industry/community role. This list will be used both for interviewing selected community members and for facilitating the distribution of information throughout the process

- c) Develop stakeholder groups to employ the public, community members and groups, local builders and realtors, nonprofit housing advocates, local religious groups, staff, and elected officials throughout the process so that each one has reviewed, commented, questions and provide input every step of the way.
 - d) Produce a public engagement plan, scheduling all planned public engagement activities and describing their approach, format, intent, and outcomes.
 - e) Keep public engagement plan up-to-date, modifying it as necessary to reflect changes in the process and what we learn along the way.
- l) Work with Town staff to develop an innovative modern approach to community engagement. Provide for example engagement opportunities for pop-up events, mini-social media survey, surveys using QR code, and integrating multiple tools to create and interactive digital storytelling platform. Tried and true engagement methodologies should be evaluated for effectiveness to reach community members.

Task 2.2 Stakeholder Interviews

- a) Up to 20 stakeholder interviews will be scheduled and conducted.
- b) The project team will design a standard questionnaire that will be used during these interviews, which will include open-ended, non-leading questions, soliciting thoughts, ideas, and perspectives from community leaders on the topic of housing.
- c) Key points from these conversations will be summarized and included in the Public Engagement Plan and Summary of interview results and trends report.

Task 2.3 Community Survey

- a) Developed an online community survey based on the initial feedback received from stakeholder interviews and town staff regarding housing in the Town of Friday Harbor. Encourage broad-based participation by publicizing the survey on the Town's website and other web based platforms (Town- supported social media channels and town webpage), QR codes, or via our stakeholder participants.)
- b) Provide summary of community survey results.

Task 2.4 Community Workshop

- a) Conduct one (1) community workshop focused on sharing data collected from Task 1.0 and gathering public feedback regarding projected housing needs and variety. The workshop will provide engaging exercises to participants and the information collected will be analyzed. Workshop format, flow, and exercises are adaptable to in-person and virtual meeting formats and will be provided to the town

for publishing on Balancing Act, the cities website, and/or social media.

- b) Provide summary of community workshop results.

Task 2.5 Planning Commission

- a) Conduct one (1) workshop with the Planning Commission to present the findings from phases 1 and 2 and provide next steps for completing the HAP.
- b) Provide summary of public engagement results.

Task 3.0 Evaluation of Policies and Tools

Deliverable. Draft of the Friday Harbor Housing Action Plan

Task 3.1 Development of Housing Strategies & Measuring Outcomes

- a) Develop the housing strategy and measurement outcome of the HAP. Address housing variety, projected housing needs for a variety of economic segments, gaps in housing, supportive funding for the strategies, and other topics as needed.
- b) Strategies should strive to increased residential building capacities while ensuring that low-income residents are not displaced or unaddressed.
- c) Develop strategies to accommodate moderate density housing options.

Task 3.2 Implementation Plan

Develop an implementation plan for addressing the housing needs, gaps, and strategies to create an action plan for implementing HAP. The implementation plan will outline immediate and long-term actions, with defined outcomes and indicators to measure progress and a schedule of programs. Housing actions, programs, and policy interventions will meet the Town's diverse and changing needs now and into the future; most importantly, it includes a sustainable supply of housing for households at all income levels.

Task 3.3 Zoning and Development Regulations

Utilizing the data collected and analyzed in the previous tasks assist Town Staff with developing a framework for a new suite of zoning and development regulations. The framework will address integrating form based code, incentives, and regulatory methods to implement the housing action plan.

Task 3.4 Housing Element of the Comprehensive Plan Goals and Policies

- a) This task will be evaluated by the Town and the Consultant to determine if feasible to complete with the remaining budget and time schedule, based on mutual acceptance this optional task maybe exercised.
- b) Review and evaluate the current housing element and other related policies.

Identify the strengths and weaknesses of the element including an evaluation of success in attaining planned housing types and units, achievement of goals and policies, and implementation of the schedule of programs and actions. This will ensure an effective level of policy consistency and directly program the housing action plan recommendations into the comprehensive plan

Section 3. Fee Schedule

		Total Cost
Task 1.0	Existing Conditions	\$28,575
Task 1.1	Clarify and Quantify Housing Needs	
Task 1.2	Land Capacity Analysis	
Task 2.0	Engagement	\$26,690
Task 2.1	Public Participation Plan	
Task 2.2	Stakeholder Interview	
Task 2.3	Community Survey	
Task 2.4	Community Workshop	
Task 2.5	Planning Commission	
Task 3.0	Housing Action Plan: Policies and Tools	\$16,540
Task 3.1	Housing Strategies and Measuring Outcomes	
Task 3.2	Implementation Plan	
Task 3.3	Zoning and Development Regulations	
Task 3.4	Comprehensive Plan Goals and Policies	
Reimbursable Expenses (Accommodation, Mileage, Printing, etc)		\$2,000
Total Estimated Cost		\$73,805

Exhibit B

Steps/ Deliverables	Description
Action 1	Existing conditions review
Step 1.1	<i>Analyze population and employment trends, with documentation of projections</i>
Step 1.2	<i>Quantify existing and projected housing needs for all income levels, including extremely low-income households, with documentation of housing and household characteristics, and cost-burdened households</i>
Step 1.3	Collect data on type, size, cost, and age of housing in the city. Collect data on rental properties (e.g., type, size, cost, and age) and percentage of housing stock
Step 1.4	<i>Review and evaluate the current housing element and other policies regarding housing, including an evaluation of success in attaining planned housing types and units, achievement of goals and policies, and implementation of the schedule of programs and actions</i>
Step 1.5	Review the effectiveness of current programs, development regulations and permitting processes related to housing development
Step 1.6	Review land capacity analysis and review ability of existing zoning to provide for housing needs and all income brackets
Step 1.7	Identify areas that may be at higher risk of displacement from market forces
Deliverable 1	Existing Conditions and Housing Needs Analysis Report
Action 2	Provide for participation and input from community members, community groups, local builders, local realtors, nonprofit housing advocates and local religious groups
Step 2.1	Identify groups that should be included in outreach
Step 2.2	Conduct public outreach to develop goals and objectives
Step 2.3	Conduct community survey to identify demand for housing types among current population

Step 2.4	Develop stakeholder groups to gather input from housing advocates, housing providers and social service organizations. Stakeholders may include residents, developers, neighborhood associations, tenants, and religious organizations.
Deliverable 2a	Public Engagement Plan
Deliverable 2b	Summary of Public Engagement Results
Action 3	Evaluation and Development of Policies and Tools for Increasing Housing Diversity
Step 3.1	<i>Develop strategies to increase the supply of housing, and variety of housing types, needed to serve the housing needs identified above. Within urban growth area boundaries, develop strategies to accommodate moderate density housing options.</i>
Step 3.2	<i>Develop anti-displacement strategies, including strategies to minimize displacement of low-income residents resulting from redevelopment</i>
Step 3.3	Review strategies for adequate provisions for existing and projected needs of all economic segments of the community, including documenting programs and actions needed to achieve housing availability including gaps in local funding, barriers such as development regulations, and other limitations
Step 3.4	Identify local policies and regulations that result in racially disparate impacts, displacement, and exclusion in housing and identify policies and regulations to address and begin to undo these impacts
Step 3.5	<i>Develop a schedule of programs and actions to implement the recommendations of the housing action plan</i>
Deliverable 3	Draft Housing Action Plan