



Frisco Housing Needs Assessment Cost Justification and Cost Change Memorandum

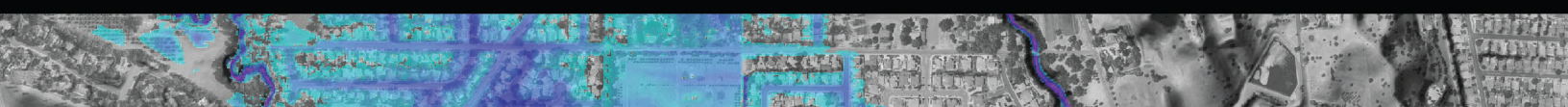
To:	James Gorham
From:	Ethan Mobley, Owner, Dynamic Planning, LLC.
CC:	Katie Kent
Date:	12/12/2023
Subject:	Town of Frisco Housing Needs Assessment and Strategic Housing Action Plan Proposal Follow-up

Background

The Town of Frisco is currently engaged in a crucial initiative – the Housing Needs Assessment and Strategic Housing Action Plan. According to your request, a key component of this initiative is the creation of a detailed buildout model and scenario planning. Given the complexity and significance of this task, a specialized team of consultants has been assembled to assist.

Justification for Consultant Cost

- Expertise in Specialized Field:** Buildout modeling requires a distinct set of skills, encompassing areas such as urban planning, demographic analysis, and economic forecasting. The Consultant Team assembled for the proposal brings specialized expertise and experience that is not typically found within other consultant firms across Colorado.
- Comprehensive and Accurate Analysis:** The Consultant Team's role will include extrapolating data specific to the Town of Frisco from the 2023 Summit County Housing Needs Assessment, evaluating the Town's population and demographic trends, and analyzing current housing conditions and trends. The level of detail and the time involved in conducting an accurate analysis as proposed for the Town are crucial for laying the groundwork of an effective strategic plan.
- Efficiency and Time-Saving:** Engaging with our team of experts will expedite the process significantly. The Consultant Team's dedicated focus and specialized tools enable faster completion of the buildout model, which is critical given the project's tight timeline.
- Objective and Unbiased Perspective:** An external Consultant Team provides an objective viewpoint, free from internal biases or influences. This objectivity is vital in ensuring that the strategies and recommendations developed are in the best interest of the Town and its residents.
- Cost-Effectiveness in the Long-Term:** While the upfront cost of a consultant may seem high, it is cost-effective in the long run. The insights and strategies provided will guide efficient allocation of resources and investments, potentially saving a significant amount of money for the Town over time.





6. **Compliance with RFP Requirements:** The Request for Proposals (RFP) for the Housing Needs Assessment explicitly outlines the need for such expertise. The Consultant Team's work will ensure that the project aligns with these stipulated requirements.
7. **Support in Policy Formulation:** The Consultant Team will aid in proposing regulatory changes and identifying potential public/private partnerships, funding sources, and other potential housing resources available to the Town for plan implementation. This support is essential in formulating policies that are both innovative and practical.
8. **Risk Mitigation:** Given the Consultant Team's experience and expertise, the risk of inaccuracies or oversights in the buildout model is significantly reduced. This risk mitigation is highly valuable to planning and policy formulation that will lead the Town into its envisioned future.

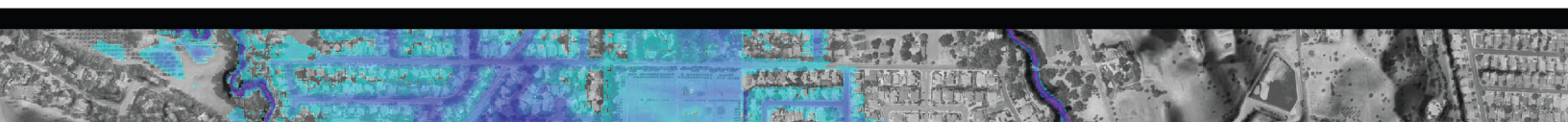
The engagement of a specialized consultant for the buildout modeling in the Housing Needs Assessment and Strategic Housing Action Plan is not only a strategic decision but a necessary one. It ensures that the Town of Frisco has access to the highest level of expertise, leading to informed, effective, and efficient planning and policy development. This investment will undoubtedly yield significant benefits for the Town and its residents in the long term.

Cost Cutting Measures:

As requested by Town staff, we implemented cost-cutting measures to our scope of work. Primarily, our Consultant Team proposes consolidating Tasks in our RFP approach and combining the public outreach efforts with the 2024 Frisco Comprehensive Plan RFP to implement a multi-faceted and integrated strategy. This approach ensures that all efforts are aligned and mutually reinforcing, leading to more comprehensive and efficient outcomes. This consolidation is aimed at optimizing the project's budget while ensuring that the core objectives are met effectively. Below is a suggested strategy followed by cost schedule edits.

Proposed Approaches for Consolidation

1. **Integrated Planning and Goal Setting:**
 - **Consolidate Goals and Objectives:** Begin by integrating the goal-setting process of Task 1 with the strategic housing planning from Task 4. Ensure these goals also align with the broader objectives of the Comprehensive Plan.
 - **Inclusive Stakeholder Engagement:** Involve a wide range of stakeholders in the goal-setting process, including residents, businesses, community organizations, and Town officials. This inclusive approach should also cater to the broader objectives of the Comprehensive Plan.
2. **Unified Public Outreach and Engagement:**
 - **Joint Public Workshops and Meetings:** Organize combined public workshops and meetings that serve dual purposes – gathering input for both the Comprehensive Plan and the Housing Needs Assessment and Action Plan. These should be designed to solicit feedback on housing issues, as well as other aspects of long-term community planning like land use, environmental concerns, and infrastructure.
 - **Integrated Surveys and Feedback Tools:** Utilize common surveys and digital tools to gather insights relevant to both projects. This approach streamlines the data collection process, making it more convenient for residents to provide comprehensive feedback.





3. Data Sharing and Analysis:

- **Pool Data for Comprehensive Insights:** Share and analyze data collected from public engagement efforts to inform both the Comprehensive Plan and the Housing Needs Assessment and Action Plan. Look for overlapping themes, priorities, and concerns that can guide both housing strategies and broader planning decisions.
- **Cross-Referencing Findings:** Cross-reference findings from the Housing Needs Assessment with the broader goals and objectives of the Comprehensive Plan. This ensures that housing strategies in the Action Plan are in harmony with the Town's overall vision and planning.

4. Synchronized Reporting and Implementation:

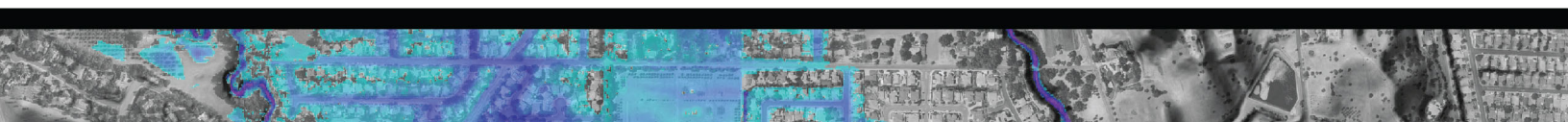
- **Joint Reporting:** Prepare joint reports that encompass the findings and recommendations from both the Comprehensive Plan and the Housing Needs Assessment and Action Plan. Present these findings to the Town Council and other stakeholders to demonstrate an integrated approach.
- **Coordinated Implementation Strategy:** Develop a coordinated implementation strategy that outlines how the insights from public outreach will be utilized in both the Strategic Housing Action Plan and the Comprehensive Plan. This should include timelines, responsibilities, and resource allocation.

5. Efficient Resource Utilization:

- **Maximize Resource Efficiency:** By consolidating tasks and aligning public outreach efforts, this ensures optimal use of limited resources, including funding, staffing, and project time. This approach not only saves costs but also enhances the effectiveness of the outreach and planning processes.

6. Ongoing Communication and Engagement:

- **Feedback Loop:** Establish a continuous communication channel to keep the community informed about progress and how their input is influencing both the Comprehensive Plan and the Housing Needs Assessment and Action Plan.



Cost Schedule Amendments

<div>Town of Frisco</div> <div>Housing Needs Assessment and Strategic Housing Action Plan</div> <div>Adjusted Cost Schedule</div>	<div><div><div>DPS</div><div>Dynamic Planning + Science</div></div></div>						Subconsultants					GRAND TOTAL		
	Ethan Mobley Principal	Brian Greer Data Viz.	Raini Ott Planner	Alex Krebs Data Viz. Assoc.	SUBTOTAL Hours	SUBTOTAL Cost	Triple Point	Western Spaces	Castlewood Community Capital	SUBTOTAL Hours	SUBTOTAL Cost	TOTAL Hours	TOTAL Cost	
	\$165/hr	\$155/hr	\$110/hr	\$100/hr			\$155/hr	\$165/hr	\$155/hr					
Project Management	40	10	0	0	50	\$ 8,150	4	4	4	12	\$ 1,900	62	\$ 10,050	
Task 1. Identify Goals and Objectives	20 18	8 4	20 12	0	38 48	\$ 5,530 \$ 6,740	8 24	10 20	4 2	20 38	\$ 3,200 \$ 5,990	58 96	\$ 8,730 \$ 12,730	
Task 2. Housing Needs Assessment	20	40	8 072	10	142 150	\$ 18,420 \$ 19,300	10 20	80	4 2	92 104	\$ 15,060 \$ 16,920	234 254	\$ 33,480 \$ 36,220	
Task 3. Buildout Model & Scenario Planning	20	80	40	10	150	\$ 21,100	100	20	80	200	\$ 31,200	350	\$ 52,300	
Capacity Planning	10	4	10	10	34	\$ 4,370	0	6	0	6	\$ 990	40	\$ 5,360	
Sites Inventory	2	60	4	0	66	\$ 10,070	0	2	0	2	\$ 330	68	\$ 10,400	
Economic Impacts	2	0	2	0	4	\$ 550	100	2	0	102	\$ 15,830	106	\$ 16,380	
Financial Models	2	0	2	0	4	\$ 550	0	2	80	82	\$ 12,730	86	\$ 13,280	
Growth Scenarios	4	16	22	0	42	\$ 5,560	0	8	0	8	\$ 1,320	50	\$ 6,880	
Task 4. Strategic Housing Plan	33	26	8 074	10	149	\$ 18,615 \$ 19,275	40	160	10	210	\$ 30,870 \$ 34,150	333 359	\$ 49,485 \$ 53,425	
Stakeholder Coordination	4	4	20	10	38	\$ 4,480	8	48 35	0	56 43	\$ 7,015 \$ 9,160	94	\$ 13,640	
Strategy Identification and Refinement	4	4	8	0	16	\$ 2,160	0	30	0	30	\$ 4,950	46	\$ 7,110	
Draft Plan Development	13	4	12	0	29	\$ 4,085	16	22	8	46	\$ 7,350	75	\$ 11,435	
Community Outreach	6	6	12 6	0	18 24	\$ 2,580 \$ 3,240	8	30 16	0	22 38	\$ 3,570 \$ 6,190	40 62	\$ 6,150 \$ 9,430	
Public Open House	4	4	8 4	0	12 16	\$ 1,720 \$ 2,160	4	18 8	0	12 22	\$ 1,940 \$ 3,590	24 38	\$ 3,660 \$ 5,750	
Town Council Work Session	2	2	4 2	0	6 8	\$ 860 \$ 1,080	4 2	12 8	0	10 16	\$ 1,630 \$ 2,600	16 24	\$ 2,490 \$ 3,680	
Final Plan Production	6	8	28	0	42	\$ 5,310	8	30 26	2	28 40	\$ 4,520 \$ 6,500	78 82	\$ 11,150 \$ 11,810	
Final Plan Editing	4	4	24	0	32	\$ 3,920	4	10	2	16	\$ 2,580	48	\$ 6,500	
Final Presentation(s)	2	4	4	0	10	\$ 1,390	4	20 8	0	24 12	\$ 2,580 \$ 3,920	30 34	\$ 4,650 \$ 5,310	
ODC - Meeting Travel / Printing / ODC						\$ 2,025					\$ 2,000		\$ 4,025	
ODC - IMPLAN License						\$ 3,500					\$ -		\$ 3,500	
Project Totals	131 133	164 164	198 220	30 30	523 547	\$ 77,340 \$ 80,090	160 188	235 274	98 102	493 564	\$ 80,765 \$ 92,160	1016 1111	\$ 158,105 \$ 172,250	



EXAMPLE MODELS:

City of Napa Site Inventory Analysis with Potential Unit Capacities (Dynamic Planning + Science Build-Out Modeling):

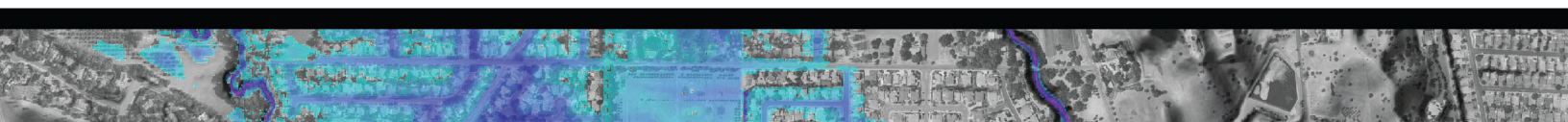
As mentioned as an example in our original RFP response, Dynamic Planning + Science recently collaborated with the City of Napa, CA on the [Sixth Cycle of the General Plan Housing Element Update](#) within California's heavily regulated housing environment. The site inventory and site capacity/build-out modeling is crucial for a community such as Napa or Frisco for several reasons:

1. **Housing Needs Assessment:** Napa, like Frisco, faces challenges in meeting its housing needs. The site inventory helps in identifying and assessing potential sites for housing development. This is particularly important for addressing shortages in affordable housing and meeting diverse housing requirements and goals for different population segments.
2. **Land Use Planning and Zoning:** The site inventory/build-out provides essential data for informed land use planning and zoning decisions. By identifying vacant and underutilized sites, planning staff can make strategic decisions about where to focus development efforts, which can lead to more efficient land use and better strategic planning outcomes.
3. **Economic Development:** Identifying potential sites for development can spur economic growth. New housing developments can attract residents, which in turn can support local businesses, create jobs, and increase the city's tax base. (See Economic Modeling Example)
4. **Sustainability and Environmental Impact:** The site inventory can aid in planning for sustainable development. By focusing on infill development in already urbanized areas, towns and cities can reduce sprawl, preserve open spaces, provide better connectivity for a community with diverse needs, and minimize environmental impacts.
5. **Compliance with State Regulations:** Many states, including California, have specific requirements for communities to identify adequate sites to meet their assigned housing goals. The site inventory is a critical component in demonstrating compliance with these state mandates, particularly in the context of the Regional Housing Needs Allocation (RHNA) process which aims to analyze and address housing from a holistic, regional perspective. For Frisco, we will use many of the same methods to identify strategic actions that address local housing needs and may also provide benefits at the regional level.
6. **Community Engagement and Transparency:** The process of creating and maintaining a site inventory can provide opportunities for community engagement. It allows residents to understand and participate in the development process, promoting transparency and public trust.

In summary, the site inventory is an essential tool used for Napa that we will develop for the Town of Frisco to effectively manage its growth, meet local housing needs, foster economic development, plan for sustainability, and engage with the community in its community planning efforts.

To develop a site inventory/build-out unit capacity based upon vacant and underutilized sites, the modeling approach used for the City of Napa and which will be adapted to address Frisco's needs can be summarized as follows:

1. **Vacant Sites:** The unit capacity calculations for vacant sites in the site inventory are determined by the land use designations specified in the community's long-term plan, zoning code, building form



codes, or other mechanisms dictating density limits and requirements. For the City of Napa, this included the newly adopted General Plan, the Downtown Area Specific Plan, and the Zoning Ordinance, which were analyzed concurrently alongside other considerations, such as environmental constraints and exactions, to provide realistic residential densities for vacant parcels.

2. **Underutilized Sites:** Similar to the analysis for vacant sites, an inventory of potentially underutilized (non-vacant) sites is created based on long-term plans, land use codes, and the ratio of improvements to land value. Each parcel flagged as underutilized is then further evaluated using a programmatic model to determine its eligibility for inclusion and its residential unit capacity.
3. **Analysis Process:** Sites are analyzed for building footprints to confirm their vacancy status. The selection of underutilized sites is based on a buildout analysis developed according to the community's long-term land use plan. Development potential is assessed based on the likelihood of new development or redevelopment (e.g., known developer interest or recent development trends). Underutilized sites are defined as those with a low-to-moderate ratio of assessed improvements to land value. Each site is individually reviewed by local staff to confirm its vacancy, realistic development potential, and suitability for inclusion in the land inventory.
4. **Unit Capacity Calculation Methods:** The calculation of unit capacity uses one of three methods. For vacant parcels, the capacity is calculated based on the land use designation from the long-term community plan and/or specific area plan. For non-vacant parcels, the calculation is based on the buildout capacity defined by such plans. Various constraints, including environmental conditions, parcel size or shape, legal encumbrances, and previous uses, may disqualify a parcel from being included in the site inventory.

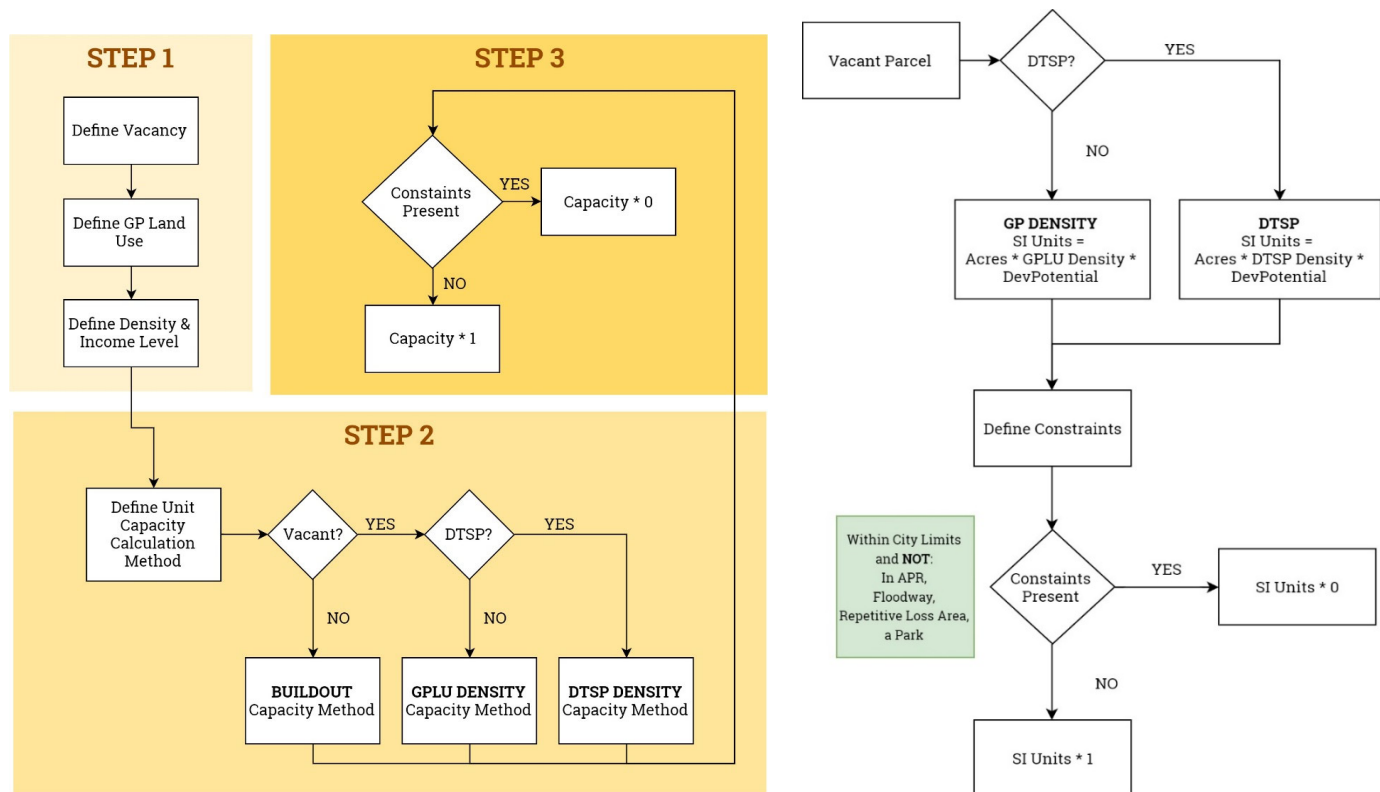


Figure 1: Example Diagrammatic Models for Capacity / Build Out Modeling



Economic Impact Models (Triple Point Consulting)

As mentioned as an example in our original RFP response, Dynamic Planning + Science has teamed up with Triple Point Consulting to provide economic modeling services. The owner of Triple Point, Jeffrey Moffett, Ph.D., has 30 years of experience working in the fields of business development, economic forecasting, destination marketing, resource allocation, and political strategy. In 2013, Jeff founded Triple Point Strategic Consulting to provide data-driven marketing, strategic planning, and business analysis in a variety of sectors throughout the Western U.S. and Canada. Triple Point is frequently retained to develop economic forecasts and financial models.

Colorado Buildout Models

Jeff was a primary developer of the East River Planning Model in Mt. Crested Butte Colorado, which was used to evaluate a significant annexation and proposed expansion of the town. Jeff updated this work in 2017 (North Gunnison County Buildout) and again in 2021 (North Village) on behalf of active developers in the region.

Jeff has developed several models of the financial and economic impacts of residential development on behalf of other developers in Colorado's mountain communities. However, the proprietary nature of the models precludes sharing.

Economic Models

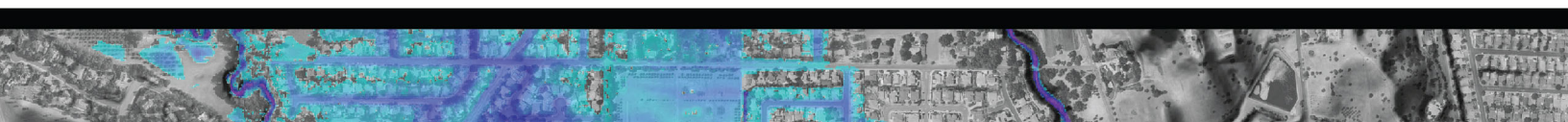
Elmore County, Idaho is using a Triple Point model of its "water economy" to evaluate the costs and benefits of various water supply projects and water allocation. This research is currently ongoing.

An economic model of the Lake Tahoe Basin's tourism economy was created by splicing together disparate data sets from 6 different jurisdictions around the lake. The model achieved consensus around how many visitors, visits and visitor days, the Basin experiences as part of a [broader planning process](#). The research also revealed the diverse nature of a significant number of "day visitors" from those just driving through (without needing parking nor spending) to those spending considerable sums (and requiring parking). Mendocino County, California's destination management organization is in the process of strategic planning. They have very little data available and an economic model of their tourist economy is supporting planning efforts currently underway.

Financial Models

Jeff created a proforma model of Keystone, Colorado's municipal budget over time and prior to incorporation on behalf of the Summit County Commissioners who wanted to understand the impact of proposed incorporation.

The Gunnison Library District relied on a financial model and pro forma forecasts of different operating scenarios to improve business development and seeking a successful mill levy increase. Variable tax revenue streams resulting from Tabor and Gallagher were important considerations. A pro forma budget from 2019 through 2023 predicted the operating costs of a to-be-built 15,000 square foot building, three new FTE, and a significantly altered operating budget. The pro forma was within \$60,000 of our actual 2023 budget, which exceeded \$2 million.





North Fork Ambulance simulated as many as 22 operating scenarios in order to unify its Board around direction and strategy. NFA decided to pursue creation of a special district funded by mil levy to avoid financial crisis. The model was also used to inform campaign messaging with passed with 83% support.

Please treat all model examples as confidential, not for distribution. Thank you!

