



MEMORANDUM

P.O. Box 4100 ♦ FRISCO, COLORADO 80443

TO: MAYOR AND TOWN COUNCIL
FROM: JAMES GORHAM, HOUSING PROGRAM SPECIALIST
RE: RESOLUTION 24-05: A RESOLUTION APPROVING AN AGREEMENT WITH DYNAMIC PLANNING + SCIENCE FOR THE DEVELOPMENT OF A HOUSING NEEDS ASSESSMENT & STRATEGIC HOUSING ACTION PLAN
DATE: JANUARY 9, 2024

Summary and Background: An important community priority identified in the 2023 Frisco Strategic Plan is the study of services needed to support existing and additional workforce housing development, and to offer a variety of housing types to support year-round residents. To responsibly invest future community resources, it is paramount for the Town to identify housing needs and strategies through a detailed Housing Needs Assessment, and to develop and implement a focused Strategic Housing Plan.

Following the adoption of the 2019 Frisco Community Plan, Town Council members met in 2020 to update the Frisco Strategic Plan. At this time, the Frisco Town Council set a goal of having 50% of the housing units in Frisco occupied by year-round residents. This percentage is often referenced with little strategy. The goals of the Housing Needs Assessment and Strategic Action Plan for the Town of Frisco are:

- To build off the 2023 Summit County Housing Needs Assessment by specifically pulling data from this report as it applies to Frisco. Utilizing this data and further gathering data specific to Frisco to identify housing needs and gaps within the Town limits of Frisco, identify needed product types for new construction or conversions, and propose strategies for addressing the identified needs.
- To evaluate the goal of having 50% of the housing units in Frisco occupied by year-round residents. This goal of 50% may need to be adjusted based upon the findings of this study.
- To evaluate the impacts of housing production on Frisco's economy.
- To guide the creation of effective policy and programs to support housing, maintain a healthy economy, provide effective community services and maintain a high quality of life for residents and visitors. To answer the question: *"How do we manage and plan for the growth of Frisco?"*

It is through the scenario planning, financial models, and interactive buildout model, that the Town will have a clearer direction on not just what is needed in Frisco, but what is going to get us to

where we want to be. This Plan will provide clear deliverables, including how to best use grant funding to financially reach those goals, that the Town can then pursue implementing. A main component of this study will be to evaluate where Frisco is today in terms of housing, the history of how Frisco got to where we are today, and strategies for defining and achieving housing success.

Analysis: On November 10, 2023, staff released a Request for Proposal (RFP) for the development of a Housing Needs Assessment and Strategic Housing Plan. We received four proposals by the November 29, 2023 deadline. The proposers and the total bid amounts were:

Name of Bidder:	Bid Amount:
Dynamic Planning	\$158,105
Bohannon Huston	\$106,445
EPS	\$100,000
Points Consulting	\$89,080

All proposals were evaluated per the criteria outlined in the RFP:

The successful firm or team will be motivated to work with staff, community members, and elected officials on a multi-disciplinary planning effort and will have expertise to complete the following tasks:

- *Identify the goals, objectives, and success measures of workforce housing in Frisco.*
- *A complete housing needs assessment utilizing Town & County reports, while evaluating population, demographics, current market conditions, and investigating housing types.*
- *Creating a Strategic Housing Plan, including review, evaluation, and recommendation of improvements to existing housing programs.*
- *Develop a building model and scenario planning to predict potential residential capacity growth, creating financial models to identify appropriate funding sources, analyze the goal of 50% of housing units occupied by year-round residents, and to include analysis work of current development proposals and projects.*

The following is a list of weighted criteria that will be used to evaluate proposals:

<i>Proposer Qualifications and experience</i>	<i>30%</i>
<i>Methods and approach</i>	<i>30%</i>
<i>Understanding of Frisco, Summit County, & Housing Issues</i>	<i>20%</i>
<i>Proposed fees and costs</i>	<i>20%</i>

A summary of the four received RFPs follows.

Bohannon Huston is a planning and design firm with offices in Denver & Grand Junction. BHI was founded in 1959, with a focus on engineering, data collection, and planning services.

BHI highlighted two communities in Colorado where Housing Needs Assessments were completed by their team. Key components for the Nederland and Lyons plans were the creation of a housing needs assessment, partnership with an advisory committee, public engagement, housing policy recommendation, draft code language development, and strategic goal development. BHI also provided two roadmaps for Regional Resiliency & Recovery for the NE Colorado Region and the South Central Council of Governments.

The proposal highlighted each task mentioned in the RFP.

- Task 1 noted goals and objective development through the SMART (**S**pecific, **M**easurable, **A**chievable, **R**elevant, & **T**ime Bound) process.
- Task 2 would begin with a thorough review & analysis of key data points illustrated in the 2018 Housing Taskforce Report and the 2023 Summit County Housing Needs Assessment. The assessment would focus on socioeconomics, demographics, housing trends, and housing needs and gaps.
- In Task 3 BHI brings the data together to develop the Strategic Housing Action Plan and pairs the outcomes of the previous tasks with an evaluation of our current workforce housing programs. This task would incorporate the 2019 Frisco Community Plan, the evaluation of existing buildout models for utilities, identify and propose regulatory changes, and conduct “community conversation” meetings to understand the community better.
- Task 4 would create the buildout model & scenario planning which would develop a baseline for residential capacity growth.

Staff Analysis: Bohannon Huston’s proposal incorporated housing assessment work in two other Colorado municipalities, and highlighted work funded by DOLA. The assembled team who would develop the plan reflected a collection of experienced and new planning professionals. While the overall development of the Housing Needs Assessment plan was adequate, the buildout model and scenario planning section of the proposal lacked the specific structure and formulation the selection team desired. Based on the scoring criteria of the RFP, staff ranked Bohannon Huston as the 2nd most qualified consultant.

Economic & Planning Systems (EPS) is a land use economics consulting firm founded in 1983 with offices in Denver, Oakland, Sacramento, and Los Angeles. EPS has completed several housing needs assessments and strategies in Colorado. EPS would be led by Brian Duffany for overall project management. Rachel Shindman and Andrew Knudtsen would support the development team. EPS lists strategic housing plans developed for the City of Glenwood Springs, Clear Creek County, City of Leadville, and a 2019 Housing Needs Assessment for Summit County. Several policy & regulatory implementation & housing development feasibility examples were also provided.

Scope of work is broken into eight tasks:

- Task 1: Kickoff & Data Collection – A kickoff meeting with Town staff to begin data and information collection and to tour the town and key growth/opportunity areas.
- Task 2: Frisco Housing Needs - This task would provide baseline data on housing needs and gaps related to existing demographics, affordability, and jobs in the town.
- Task 3: Outreach - This task would supplement the findings of task 2 with findings from “on-the-ground and lived experience perspectives.” EPS would review and summarize the 2023 Summit County Needs Assessment, interview major employers, real estate developers, previous housing help participants, and gain information through public engagement activities and meetings.
- Task 4: Housing Targets – Evaluate the Town’s stated goal of 50% full time residents to determine if the goal is reasonable or achievable. EPS would also attempt to derive a town-specific housing gap analysis from Summit County’s recent assessment.
- Task 5: Scenario & Land Use Modeling – EPS would analyze 5 criteria in developing their model: Land inventory, density assumptions, town service demand, water and wastewater capacity, and a spreadsheet model.
- Task 6: Other Policy & Strategy Analysis – This task will form the initial structure and recommendations of the Housing Strategy and Action Plan (HSAP). Further evaluation of the Town’s housing policies and those of surrounding entities will be identified and

critiqued. The areas of supply and production, funding, and regulations and standards will be detailed.

- Task 7: Policymaker Workshop – EPS proposes a workshop with policy makers to review a draft set of strategies and recommendations. An executive summary of the findings from each task, plus draft strategy outline would be provided.
- Task 8: Recommendations, Draft & Final Deliverables – Two deliverables: the Needs Assessment & the HSAP would be provided. A prioritized action plan organized into short-term, mid-term, and long-term actions would be provided.

Staff Analysis: EPS provided several examples of prior work in community housing needs assessments, strategies, policy implementation, and housing development feasibility studies. Their documented staff has been with the firm for 5+ years and has knowledge of mountain communities. While staff understands the importance of experience related to mountain communities, the proposal's task describing the potential Buildout Model & Scenario Planning, and referenced community examples of such model, were not as in depth as other firms and do not meet the expectations of staff.

Points Consulting LLC is a planning consulting firm located in Moscow, Idaho. Founded in 2019 the firm provides services in Real Estate Analysis, Feasibility & Impact Studies, Market Studies, and Strategic Planning. Points Consulting highlighted two projects in Colorado; a housing needs assessment in Montrose, and a housing needs assessment in Woodland Park. A housing & demographic study in Broken Arrow, Oklahoma and Housing Market Analysis in Ketchikan, Alaska were also highlighted. The firm is led by Brian Points and a team of seven planners and analysts.

Scope of work was broken down into four tasks and highlighted in the RFP.

- Task 1: Identify goals and objects - PC would do an extensive review of existing plans & studies, zoning, and building requirements. Quantitative data would be developed through community engagement activities such as in-depth interviews of Town staff, leaders, developers, builders, and major employers.
- Task 2: Frisco Housing Needs Assessment – PC would use an array of data sets and processes to obtain an up-to-date portrait of the community and regional housing supply/demand. Demographics, workforce, affordability, existing housing stock, and a community contextual & topographical assessment would quantify the housing needs assessment deliverable.
- Task 3: Frisco Strategic Housing Plan – The PC team would provide a matrix of recommended strategies for increasing housing affordability and choices. The report would focus on the following key research:
 - Forecast number of housing units to meet demand over the next twenty years.
 - Options for addressing proliferation of STRs.
 - Recommendation of programming for improving & stabilizing existing housing stock.
 - Recommendation for enhancing housing production through different initiatives.
 - An action plan for the community to follow.
 - Recommend alterations to zoning, entitlement processes, and how to market Frisco to attract developers to meet the needs identified in the study.
- Task 4: Buildout Model & Scenario Planning – PC will build off the data collected to construct an interactive building model capable of simulating a collection of alternate housing scenarios to predict growth & capacity. PC will also create financial models detailing partnerships and funding options.

Staff Analysis: While Points Consulting has performed housing needs assessments in various mountain communities, the described deliverable for Task 4: Buildout Model & Scenario Planning, was viewed as less than desired. Their staff, while professional and educated, did not meet the experience level the selection committee desired.

Dynamic Planning + Science is a planning consulting firm located in Montrose, CO. Founded in 2015, DPS specializes in comprehensive community planning and data visualization services. Planning efforts include comprehensive plans, housing data analysis and plans, hazard mitigation plans and development review. The team, consisting of Dynamic Planning, Triple Point Strategic Consulting, Castlewood Capital, & Western Spaces, is led by Project Manager & Owner Ethan Mobley.

The team's proposal recommends four tasks be completed as presented in the RFP:

- Task 1: Identify Goals & Objectives – This process includes engaging with the community, consulting with town staff, and conducting work sessions. The objectives will focus on defining success measures for workforce housing development and policies. Staff interaction, collaboration with SCHA, Town Council work sessions, data-driven decision making, a community housing committee, and a focus on sustainability & inclusivity are noted key attributes of this task.
- Task 2: Housing Needs Assessment – This task involves extrapolating data from the Summit County Housing Needs Assessment and tailoring it to Frisco's context. The assessment will dive into demographic trends, evaluate the existing housing stock, examine housing types, rental versus ownership, vacancies, and special housing needs. A noted aspect will be identifying housing needs and gaps for the local workforce over the next 5 years and proposing solutions to address the gaps. Development of an economic and demographic framework, housing inventory, evaluation of housing market conditions, housing gap and estimated need analysis, and exploration of the goal of 50% year-round residential occupancy will be evaluated.
- Task 3: Modeling Capacity, Impacts and Financing – This task involves creating an interactive buildout model for Frisco by predicting potential residential capacity growth. The model will enable the town to simulate different housing development scenarios and the ramifications of each. This task also includes financial modeling to identify capital gaps and funding sources for housing projects. The team will provide recommendations on managing growth, including potential changes to zoning and enhancements to government services. The consultant team has extensive experience creating buildout & capacity planning models, which can be used to predict potential residential growth on a parcel-by-parcel basis. Using an extensive site inventory model, the consultant team will simulate alternative housing development scenarios, which will be used to predict potential residential growth capacity.
- Task 4: Strategic Housing Plan – The final task will be to develop a comprehensive Strategic Housing Action Plan. This will include review and evaluation of existing housing programs, land purchases, ongoing housing projects, and various grants and financing programs. The plan aims to integrate these programs into a formalized strategy and propose changes or additions to address the identified need for workforce housing. The plan will be developed to maximize partnerships, sharing, and application of resources; and focus momentum toward a common vision supported by measurable goals and actions.

Staff Analysis: Dynamic Planning + Science's project approach regarding the assessment of current housing needs and the community buildout model is found to be insightful, advanced, and innovative. Specifically, the elements provided for the development of Task 3 and Task 4 are

notable. Staff values the detailed aspects of the described site inventory, financial modeling, and final deliverable of the buildout model. Utilizing data already provided by the 2023 Summit County Housing Assessment and socioeconomic data produced by DPS' team, staff believes the knowledge and resources described by the RFP to be an asset. Based on the quality and innovative proposal provided by Dynamic Planning, staff recommends entering into an agreement with DPS.

Financial Impact: If the Town enters into a contract with Dynamic Planning + Science, the cost of work will be \$158,105. \$100,000 was budgeted in the 2024 budget for a Housing Needs Study. The additional \$58,105 would need to be a supplemental appropriation in 2024. Funds are available in the Housing Fund for this supplemental appropriation.

Alignment with Strategic Plan: The development and completion of a Housing Needs Assessment and Strategic Housing Plan would support goals noted in both Thriving Economy and Community Inclusivity areas of the Town Council Strategic Plan.

Staff Recommendation: Staff recommends adoption of Resolution 24-05: A Resolution Approving an Agreement with Dynamic Planning + Science, for the Development of a Housing Needs Assessment & Strategic Housing Action Plan.

Reviews and Approvals:

- Katie Kent, Community Development Director
- Leslie Edwards, Finance Director
- Diane McBride, Assistant Town Manager
- Tom Fisher, Town Manager

Attachments:

- Attachment 1 Resolution 24-05
- Attachment 2 Contract