



City of Ketchum

CITY COUNCIL MEETING AGENDA MEMO

Meeting Date: March 27, 2023 Staff Member/Dept: Morgan Landers, AICP – Director of Planning and Building

Agenda Item: Review and provide feedback on the scope and approach to codification of Interim Ordinance 1234, request for proposals for the update to the Comprehensive Plan and Code Rewrite, and anticipated consultant resources budget for each.

Recommended Motion:

No motion required. Staff requests feedback on the project approach and anticipated budget for execution of the work.

Reasons for Recommendation:

- The Planning and Building Department’s work plan as presented to the City Council on February 21, 2023, identified four major projects being led by the department. Two of which were:
 - Revisions to Interim Ordinance 1234
 - Update to the city’s 2014 Comprehensive Plan and Code Rewrite
- Professional Services support is necessary to successfully execute the two projects based on staff capacity and subject matter expertise necessary to conduct the work

Policy Analysis and Background (non-consent items only):

Interim Ordinance Revisions
Interim Ordinance 1234 went into effect on October 19, 2022. As an interim ordinance, the requirements included are in effect for one year unless permanently codified. Since the adoption of the interim ordinance, staff has evaluated all new development projects, including projects that are vested under the current zoning code, for conformance with the interim ordinance. Planning staff has also gathered ongoing feedback from key constituents in the community, including realtors, developers, and design professionals through one-on-one meetings and interviews. The city has also formed a Technical Advisory Group (TAG) of key stakeholders from the design and development community. During their first meeting on February 22, 2023, the city’s TAG provided initial feedback on the interim ordinance.

At the March 8, 2023, meeting of the Planning and Zoning Commission (the “Commission”), staff presented an initial assessment of what needs revisiting in the interim ordinance based on staff evaluation and stakeholder feedback. The discussion also included identification of technical corrections, text clarifications, and amendments to standards/regulations or processes that are critical for new development and redevelopment in the next three years while the comprehensive code rewrite is underway. The staff report from the March 8th meeting can be found in Attachment A.

To evaluate the existing elements of the interim ordinance successfully and thoroughly, staff will need the assistance and expertise of professional services in the following areas:

- Commercial demand analysis – a consultant to conduct a comprehensive commercial demand analysis for the entire city and a specific analysis of the community core. This information will outline key baseline indicators including commercial inventory by type, vacancy rates, and future demand based on general growth trends. This effort will not only inform the interim ordinance revisions, but also the comprehensive plan update and code rewrite.
- Architectural Analysis – a consultant to conduct architectural evaluations of ground floor commercial square footage requirements and evaluate the feasibility of minimum residential densities on single Ketchum townsite lots (corner and interior). The consultant would also evaluate the ordinance for clarity to ensure the ordinance is simply stated and user friendly.
- Financial Feasibility Case Study – members of the council and commission have requested a financial feasibility analysis of elements of the interim ordinance. Staff does not believe a financial feasibility analysis of the full code would be feasible or beneficial due to the large number of variables that impact a development pro forma. However, staff does believe a case study of a sample project that applies many elements of the interim ordinance on one development site could be very beneficial.

Comprehensive Plan Update and Code Rewrite

The update to the comprehensive plan and code rewrite is an extensive process involving consultant support, comprehensive community engagement, and technical analysis. Staff anticipates three phases of work over a 2.5 to 3 year period for the successful execution of a project of this complexity and scale. The process would begin with a Request for Proposals (RFP) to identify the consultant for the project. The draft project schedule for both the interim ordinance and comp plan/code rewrite is included as Attachment B. A draft RFP is included in Attachment C for consideration. As outlined on page 4 of the RFP, once a consultant is selected, the following phases are anticipated:

- Phase 1 – Project Scoping Exercise, Data Gathering, Comprehensive Plan Audit
- Phase 2 – Update to the Comprehensive Plan
- Phase 3 – Rewrite of the Land Use Regulations

It is important to note that Phase 1 of the project includes a scoping exercise. Projects of this size and complexity can be executed in a variety of ways, none being right or wrong, but some project approaches may fit a community better based on goals and expectations of outcomes. Staff recommends the selection of a consultant and the joint development of the full scope of work with feedback from the City Council, Commission, and Historic Preservation Commission through workshop discussions. This ensures that the group can co-create the project goals and objectives and build a project approach and scope that best fits those.

To successfully execute the project within the anticipated timeframes, staff will need additional support to manage the project as backfilling of the vacant Senior Planner position has not been achieved. Rather than postpone the launch of this critical project, staff recommends a supplemental staffing contract with a consulting firm to provide project management and owner’s representative services for the following:

- Act as project lead including meeting facilitation and direction of staff.
- Management of the consultant work, project schedule and budget management including key milestone tracking and regular status reporting to the Planning and Building Director.
- Work directly with the Senior Planner to coordinate project deliverables including interdepartmental coordination, preparation of engagement activities, research, and other project needs.

Project Schedules

The two projects will overlap due to the necessary schedule requirements of the interim ordinance revisions; however, the work is staggered in a way to provide transparency in the process and limit

confusion by the public as outlined in Attachment B. The draft schedule is only a starting point and will be refined as the projects progress. As noted in the RFP for the comp plan and code rewrite, Phase 1 includes the development of a project scope and schedule based on workshops with elected/appointed officials, stakeholders, and staff.

In general, staff has begun the data gathering and analysis portion of the interim ordinance with community engagement planned for April-June. Drafting of the permanent ordinance will occur in June/July following community engagement and ahead of the adoption process that will start in late July/August. The permanent ordinance requires a recommendation by the Planning and Zoning Commission and three readings by the City Council.

While the interim ordinance revisions are underway, staff will conduct the RFP process to select a consultant team for the comp plan/code rewrite work. Staff anticipates phase one of the work will occur from June-November and will slightly overlap with phase two, which begins in October. Staff anticipates a full two years for the completion of the code rewrite, beginning in January 2024.

Sustainability Impact:

Planning staff and consultants will review and recommend, where appropriate, inclusion of sustainability goals from the 2020 Sustainability Action Plan and 2014 Comprehensive Plan when developing regulations.

Financial Impact:

Attachment D is an overview of the total estimated project costs for both the interim ordinance revisions and the comprehensive plan/code rewrite and what costs would be incurred during FY23. Costs associated with the interim ordinance would be incurred this year. The total cost of the comp plan/code rewrite would be spread out over the next few years as noted in the attachment. In general, staff anticipates a total of \$153,200 in professional services in FY23, which includes the city's standing service contracts with engineering, graphics, and IT support for general operations. The approved FY23 budget included \$70,000 for professional services. To continue progress on both projects, the remaining \$83,200 would need to be funded by the city's contingency fund.

The attachment includes a total anticipated project cost for the comp plan/code rewrite. During FY23 budget discussions, staff represented to City Council that this project would cost approximately \$180,000 and assumed a fully staffed planning and building department that could manage a project of this size and complexity. As discussed above, the department is not fully staffed, and additional staffing support is necessary to carry the project through to completion with the scope and schedule expected. The total project cost is anticipated at \$299,500 which includes \$159,500 for the consultant and \$140,000 in staff support over a three-year period. The cost estimate for the staff support is conservative and could be reduced in the future depending on the status of the project and staffing levels of the department.

Attachments:

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| 1. Staff Report – March 8, 2023 Planning and Zoning Commission Meeting |
| 2. Draft Project Schedules |
| 3. Draft Request for Qualifications and Proposals |
| 4. Draft Project Budgets |



City of Ketchum

Attachment 1:
Staff Report – March 8, 2023
Planning and Zoning
Commission Meeting



City of Ketchum Planning & Building

STAFF REPORT KETCHUM PLANNING AND ZONING COMMISSION SPECIAL MEETING OF MARCH 8, 2023

INTRODUCTION

As outlined in the City of Ketchum Planning and Building Department workplan, the city is working on two efforts focused on updating the city's land use regulations. The first effort is the permanent adoption of Interim Ordinance 1234. The second is a full rewrite of the city's land use regulations including Title 16 – *Subdivision Regulations*, Title 17 – *Zoning Regulations*, and focused updates to Title 12 – *Streets, Sidewalks, Public Utility Easements and Public Places* and Title 15 – *Buildings and Construction* to ensure consistency of regulations.

During the January 10, 2023 meeting of the Planning and Zoning Commission (the "Commission"), members expressed concern for the length of time it will take to execute the full rewrite of the code following an audit and update of the comprehensive plan. As such, staff committed to identify certain updates to the land use regulations that can be achieved during the development of the permanent ordinance this year. The report below provides an overview of code issues identified through discussions with the development community, City Council, Commission, Historic Preservation Commission, and staff. As anticipated, the list is quite long and many of the items require not only extensive evaluation but also warrant comprehensive community engagement.

The goals of the permanent ordinance include:

- Address negative development trends in housing supply, housing variety, and commercial development
- Increase housing supply within the City of Ketchum
- Increase opportunities for commercial development in the downtown
- Reduce regulatory barriers for accessory dwelling unit development
- Implement process improvements to provide clarity and increased certainty
- Clarify code requirements to decrease inconsistencies in the code and application of code provisions

To achieve these goals, staff will evaluate existing elements of the interim ordinance based on additional data and analysis and refine elements of the interim ordinance that may be unclear or overly complicated to reduce confusion. Staff is also identifying third party consultants to assist the city in the following analysis to inform the revisions of the interim ordinance:

- Commercial demand analysis – the city will contract with a consultant to conduct a comprehensive commercial demand analysis for the entire city and a specific analysis of the community core. This information will outline key baseline indicators including commercial inventory by type, vacancy rates, and future demand based on general growth trends.
- Architectural Analysis – the city will contract with a consultant to conduct architectural evaluations of ground floor commercial square footage and feasible residential densities on single Ketchum townsite lots (corner and interior)

As outlined in the Planning & Building Department 2023 workplan, staff anticipates the following general schedule for the permanent ordinance:

- Permanent Ordinance Scope and Goals (February-Beginning of April)

- Data Gathering (Now-May)
- Public Engagement & Commission, TAG, and Stakeholder Feedback and Work Sessions (April-June)
- Synthesize Data and Feedback (June 2023)
- Draft Permanent Ordinance (June and July 2023)
- Adoption Process (August through October)

The purpose of this discussion is for the Commission to:

- Evaluate the interim ordinance and identify elements for further evaluation.
- Review the list of additional changes identified and prioritize what items should be addressed through the permanent ordinance.
- Identify other potential changes not mentioned below for incorporation into the permanent ordinance.

BACKGROUND

The Ketchum City Council adopted Interim Ordinance 1234 on October 17, 2022 (Attachment A). The interim ordinance adopted changes to the city's land-regulations and established:

- Minimum residential densities for projects that exceed a total Floor Area Ratio (FAR) of 1.0 within the Community Core, Tourist, and General Residential High-Density zoning districts.
- Additional standards and process changes for the review and approval of lot consolidations.
- Requirements that ensure redevelopment projects result in no net loss of residential units.
- Parking exemptions for retail and office uses.
- Permitted and conditionally permitted uses for certain properties along River Street in the Tourist Zone District.
Restrictions on the ground floor residential for certain properties within the Community Core.
- Development standards for the size of commercial uses and residential units, the location of community housing units, and restrictions for exceeding minimum parking requirements.
- Design Review criteria requiring conformance with the comprehensive plan.
- Terms for Pre-Applications requiring that applicants submit final Design Review applications within 6 months of the Commission's review.

ANALYSIS

Interim Ordinance Revisions

Since the adoption of the interim ordinance, staff has evaluated all new development projects, including projects that are vested under the current zoning code, for conformance with the interim ordinance. These evaluations have provided information on the feasibility of development projects under the interim ordinance standards. The implementation of the interim ordinance has allowed the city to track its effectiveness and determine if the desired outcomes are achieved. Staff has provided the evaluations of new development projects for interim ordinance conformance as Attachment B.

Planning staff has also gathered ongoing feedback from key constituents in the community, including realtors, developers, and design professionals through one-on-one meetings and interviews. The city has also formed a Technical Advisory Group (TAG) of key stakeholders from the design and development community. During their first meeting on February 22, 2023, the city's TAG provided initial feedback on the interim ordinance.

Based on what city staff has heard so far, the following elements of the interim ordinance need to be revisited:

- Expansion of the area where ground floor commercial is required – evaluate the need for the expanded ground floor commercial area
- Conditional Use Permit (CUP)- Requirements of the interim ordinance standards may be adjusted subject to the review and approval of a CUP by the Planning and Zoning Commission. Staff has received feedback that the CUP process increases uncertainty and developers may choose not to proceed with the project instead of applying for a CUP as the criteria is very broad.

- % of Commercial Space on the Ground Floor – some projects meeting it, most are not.
- Parking Exemption for Office and Other Commercial Uses– the city receives inquiries for CUPs to allow for the placement of on-site parking for office uses and has received feedback that the city should consider providing a parking exemption for “Personal Service” uses
- Minimum Density Requirements for Interior Single Ketchum Townsite Lots – the city received feedback that these densities may not be feasible based on zero lot line and building code requirements
- No Net Loss of Dwelling Units – clarify that this standard applies to building permits and other permits as well.
- Maximum Size for Penthouse – the city receives inquiries for CUPs to allow for increased sizes of top floor penthouse uses

Permanent Ordinance Additions

At the January 10, 2023 meeting of the Commission, there was concern expressed that the full code rewrite would take too long and that the city should address additional items in the code in the short term. Additions to the permanent ordinance can include technical corrections, text clarifications, and amendments to standards/regulations or processes that are critical for new development and redevelopment in the next three years while the comprehensive code rewrite is underway, but relatively easy to achieve without requiring extensive analysis or comprehensive community outreach.

Below is a list for potential inclusion identified based on feedback gathered from individual interviews, the TAG meeting, and staff discussions:

Process Improvements

- Clarify Pre-Application versus Design Review intent and application materials
- Clarify process and standards for when and how performance bonds can be accepted
- Clarify timeframes for when applications can be resubmitted following a denial
- Add clause for process of handling applications that have had no activity for a long time (dormant applications)
- Clarify Building Permit process for extensions and when permits expire
- Clarification of Administrative Design Review vs. what is exempt from Design Review

General Code Clarifications

- Clarify the dimensional standards for rooftop features within the Community Core
 - Clarify what qualifies as a non-habitable amenity and add a definition for non-habitable structure
 - Clarify setback requirements for rooftop solar – a past interpretation allows for placement anywhere on the roof provided that the solar panels do not exceed the parapet height
- Clarify where side façade setback is measured from when measuring building height in the Community Core (façade versus property line)
- Clarify standards for when tandem parking configurations are permitted for commercial uses
- Clarify green building code standards for snowmelt, pools, and hot tubs
- Clarify what is considered a below grade encroachment
- Clarify the definition of open space
- Add definition for net-livable floor area
- Clarify what “common and public areas” mean for calculation of gross floor area for nonresidential parking calculation

Codification of Planning and Zoning Commission and Administrator Determinations and Interpretations

- Clarify construction regulations on hillsides within 25% and greater slopes and codification of Zoning Interpretation 22-001 regarding redevelopment of disturbed Mountain Overlay building sites
- Clarification of number of detached structures permitted per lot in residential zoning districts.

- Clarification on required setbacks for detached, accessory structures.
- Clarification of “structure” vs “building” and what is permitted within setbacks and/or outside building envelope
- Clarification of how retaining walls are regulated – through “fences/hedges/walls” or “structure”

Removing Regulatory Barriers to Accessory Dwelling Unit (ADU) Development

- Tiny Homes on Wheels
- Clarification of how the ADU lot coverage bonus is applied – existing development or new development
- Clarification of ADU and condominium/townhouse storage requirements
- Clarification of ADU design review requirement – code references

Other Changes Considered

Building on the foundation of the short-term changes, the following long-term changes can be considered. Implementation of these changes is more complex, requiring detailed analysis of the proposed change and the potential impacts on infrastructure, community character, and other city policy initiatives. These changes should be developed through analysis and comprehensive community outreach before final decisions are made. The following list contains hot button issues that staff and the Commission have grappled with over the past two years but will require more complex analysis. Based on timeframe, staff capacity, and resources, staff recommends the following be addressed through the full code rewrite rather than the permanent ordinance:

- Permitting ADUs as an accessory use for multi-family residential uses
- Height, setback, building coverage bonuses to incentivize ADU construction
- Permitting more than one ADU be constructed per residential lot
- Clarification of Mountain Overlay Design Review criteria and standards and standards to minimize excavation, fill, and vegetation standards
- Livability standards for community housing units, including minimum size requirements
- Community Core Dimensional Standards
 - Third floor setback
 - Permissibility of elevator over-runs and parameters for rooftop mechanical equipment
- Rework of Design Review criteria and standards
- Pulling dimensional requirements out of the definitions section

NEXT STEPS

Following feedback from the Commission, staff will provide an overview to the City Council on potential revisions and additions to the interim ordinance. Staff will then return to the Commission with a refined list of interim ordinance revisions and additions for more discussion.

Comprehensive Plan Audit/Update and Code Rewrite

As outlined in the workplan, the city anticipates the following general schedule for implementation of the audit/update of the comprehensive plan and rewrite of the city’s land use regulations:

- March - Process and timeline review with Commission and City Council (draft RFP)
- April-June – RFP publication and selection of consultant team
- June-Nov – Project scoping exercise and data gathering
- Oct 2023-Mar 2024 – Comprehensive Plan Audit and identification of amendments or clarifications
- January 2024 – December 2025 (2 years) – rewrite timeframe

Staff recommends a multi-phased approach to the project as follows:

- Phase 1 – Request for Qualifications to identify consultant
- Phase 2 – Project Scoping Exercise and Data Gathering – rather than setting the scope of the project in a vacuum, staff recommend identification of a qualified consultant first (phase 1). Once that consultant

is identified, the city would conduct workshops with the consultant, City Council, Commission, and HPC to develop the process and scope of work for the project. This exercise would include discussions of community engagement expectations and process, scope of revisions to the comprehensive plan, and approach to revision and adoption of the code (one full adoption or adoption in pieces). This phase will also include identification of data gaps that need to be filled prior to execution of the project and efforts to obtain that data.

- Phase 3 – Audit and Update of the Comprehensive Plan – based on the outputs of phase 2, this phase will consist of efforts focused on evaluating the current comprehensive plan, identification of potential updates, and implementation of those updates.
- Phase 4 – Rewrite of the Land Use Regulations – again, based on outputs of phase 2, this phase will consist of the rewriting of Title 16, Title 17, and select revisions of Title 12 and Title 15.

It is important to note that community engagement will be conducted in all phases of the process. Staff welcomes feedback on the proposed approach for the project as outlined above.

STAFF RECOMMENDATION

Staff requests the Commission consider the information above and provide directions on: (1) revisions to the interim-ordinance standards and (2) additional code changes, regulations, and standards to incorporate into the permanent ordinance.

ATTACHMENTS:

- A. Interim Ordinance 1234
- B. Evaluations of New Development Projects for Interim Ordinance Conformance
- C. 2023 Planning & Building Department Workplan



City of Ketchum

Attachment 2: DRAFT Project Schedules



City of Ketchum

Attachment 3: DRAFT Request for Qualifications and Proposals



DRAFT

REQUEST FOR QUALIFICATIONS AND PROPOSALS (RFQ/RFP)

Update to the City's Comprehensive Plan and Land Use Regulations

Issue Date: March 29, 2023

Contact:

Heather Nicolai

hnicolai@ketchumidaho.org

Telephone: (208) 727-5081

P.O. Box 2315

191 5th Street West

Ketchum, ID 83340

SUBMITTAL DEADLINE

All responses, per the requirements of this RFQ/RFP, must be received by the City of Ketchum Planning and Building Department no later than 12:00 pm on May 5, 2023.

QUESTIONS AND CONTACTS

Questions or requests for information should be submitted via email to Heather Nicolai at hnicolai@ketchumidaho.org. Proposers should refrain from approaching other City of Ketchum staff or elected officials. The City is interested in establishing a fair and transparent selection process where proposers have equal access to all the information about the project.

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Introduction and Background

The City of Ketchum (the “city”) is located approximately 150 miles east of Boise in Blaine County, Idaho. The city has a population of approximately 3,588 people (census 2021) and is currently experiencing high growth pressures. Influenced by federal lands and a world-class ski resort (Sun Valley), the town has a mix of rich historical mining heritage and new recreation economies that influence the growth and development of the community.

The City is requesting proposals for consulting services from qualified professionals to lead an audit and focused update to our 2014 Comprehensive Plan and a full rewrite of the land use regulations (the code). The selected firm or team of firms will have demonstrated experience in a variety of areas, including but not limited to, developing community visions, growth policies, implementation strategies, land use, zoning, and subdivision policies and regulations. The city anticipates a multi-phased approach to the project including an initial scoping exercise with city staff, elected and appointed officials, and stakeholder input prior to the execution of work associated with the update to the comprehensive plan and code.

Ketchum Comprehensive Plan – Adopted 2014

The City of Ketchum adopted its Comprehensive Plan in 2014, updating the previous version from 2001. Although the plan was adopted just nine years ago, demographic shifts seen during the pandemic and increased development pressures have spurred discussions about Ketchum’s future growth, housing, transportation, disaster preparedness, and resource management. The currently adopted comprehensive plan can be found [HERE](#). A review and focused update of the comprehensive plan is necessary to align the plan with current policies of the Housing Action Plan, Transportation Plan, Sustainability Action Plan, and other more recently adopted plans that inform the future land use and development patterns of the city and will inform the proposed update to the land use regulations noted below.

Land Use Regulations

The city adopted the zoning ordinance ([Title 17](#)) in 1974 and its subdivision ordinance ([Title 16](#)) in 1979. Other Titles that intersect with land use policies are the streets standards ([Title 12](#)) and the building and construction standards ([Title 15](#)). The full municipal code can be found [HERE](#). The city has conducted piecemeal updates to amend specific land use regulations to comply with the comprehensive plan or to align with Idaho State Code. In 2015, the zoning code was restructured into a more accessible format and amended to reduce redundancies and errors. The current zoning regulations, however, have remained rooted in land use policies from Ketchum’s past. The dimensional standards that dictate allowed density, lot size, and building mass have remained largely unchanged since their adoption in 1974.

In general, the city’s regulations applicable to land use and development are:

- Difficult to navigate with related requirements dispersed throughout multiple sections and titles
- Unclear, contradictory, and/or confusing requiring costly administrative and legal determinations
- Often ineffective at promoting or achieving the city’s goals and policies
- Unclear and unpredictable regarding the development review process
- Internally inconsistent due to piecemeal amendments over time
- Lacking in appropriate graphics that make the code more legible and useful

Through this RFP process, the city will identify partners that can support the needs of the project and the dedicated staff and volunteers that will contribute time and energy toward a successful outcome. The process will include robust community outreach and workshops, a citizen’s advisory committee, a technical advisory group, partner organization meetings, and work sessions and public meetings with appointed and elected officials. The city expects the project to be a two and a half to three-year process that includes the adoption of an updated Comprehensive Plan and land use regulations in three phases of work.

Project Objectives

The following project objectives have been identified based on feedback from constituents, elected/appointed officials, and staff.

1. Achieve alignment between the updated comprehensive plan, other adopted plans, and the code to support the community’s vision, goals, and policies.
2. Integrate progressive and sustainable policies and practices to support smart growth and environmental stewardship.
3. Develop regulations that improve customer service by making the code user friendly, in plain English, streamlined, and fair with high quality visual references (images, graphics, tables, etc.)
4. Develop design guidelines and a design review process that fosters creativity and results in quality design.

Scope of Work

The city anticipates a multi-phased approach to the project as follows:

- Phase 1 – Project Scoping Exercise, Data Gathering, Comprehensive Plan Audit
 - The City prefers a collaborative approach to developing the full scope of work and anticipates one or more workshops between the consultant and staff, elected/appointed officials including City Council, Commission, and HPC to develop the process, scope of work, public engagement plan, and schedule for the project. This exercise will include discussions of community engagement expectations and process, an audit and attendant scope of revisions to the comprehensive plan, and a draft approach to the revision and adoption of the code (one full adoption or adoption in pieces). This phase will also include identification of data gaps that need to be filled prior to execution of the project and efforts to obtain that data.
 - Deliverables:
 - Scope, schedule, and budget for updating the comprehensive plan.
 - Summary document of comp plan audit results.
 - Conceptual Public Engagement Plan for all three phases of work identifying the who, how, and what of the engagement approach.
 - Draft approach to the rewrite of the land use regulations (will be finalized in phase 3).
- Phase 2 – Update of the Comprehensive Plan
 - Based on the scope of work and schedule developed in phase one, this phase will consist of creation of a detailed public engagement plan for this phase of work, updates to the current comprehensive plan and all public engagement efforts and final summary report of the same.
 - Deliverables:

- Detailed public engagement plan for comprehensive plan updates.
 - Final Summary Report of the public engagement efforts.
 - Updated Comprehensive Plan for consideration and adoption by the Planning and Zoning Commission and City Council.
 - Scope, schedule, and budget for Phase 3 rewriting land use regulations.
- Phase 3 – Rewrite of the Land Use Regulations
 - Based on the scope of work and schedule developed in phase 2, this phase will generally consist of the rewriting of Title 16, Title 17, and select revisions of Title 12 and Title 15. This phase will also include creation of a detailed public engagement plan, all public engagement efforts outlined in the plan, and a Final Summary Report of the public engagement efforts.
 - Deliverables:
 - Detailed public engagement plan for this phase of work.
 - Final Summary Report of public engagement efforts.
 - Updated land use regulations for consideration and adoption by the Planning and Zoning Commission and City Council.

Assumptions:

1. **Meeting Attendance.** The city anticipates consultant participation in regularly scheduled coordination meetings, committee meetings, limited meetings with partner organizations, workshops, and public meetings/hearings to follow the progress of the project. In-person attendance is not required for coordination meetings. In-person attendance may be required for other meetings on an as needed basis as coordinated between the city and consultant and outlined in the public engagement plan(s).
2. **Public Engagement.** During phase one of the project, the consultant and city will develop a conceptualized public engagement plan including a general community engagement strategy, identification of target communities or cohorts for engagement, needed technical/advisory/working groups, potential means and methods for conducting outreach, and identification of roles and responsibilities for execution. Detailed public engagement plans and schedules based on the conceptual plan will be developed at the outset of Phases 2 and 3. The city expects to be an active participant in the public engagement efforts up to and including managing execution of public engagement plan. The city may request that the consultant scope and price two approaches depending on the outcomes of the scoping efforts in Phase 1.
3. **Committee/Group Coordination.** City will act as liaison and coordinator of needed technical/advisory/working groups or committees, managing all logistics and administrative needs. The consultant will participate in some or all meetings as necessary and may act as facilitator depending on discussion topics. The consultant will also assist in the creation of meeting materials and information to support discussion topics.

Project Budget and Schedule

The total project budget and schedule will be developed during phase one of the scope of work, in conjunction with the selected consultant. A separate contract for each phase is anticipated. Phase one will be conducted on a time and materials budget with a not to exceed \$9,500. The city anticipates a two and a half to three-year process beginning in June of 2023 with anticipated completion in winter 2025. Please see the Selection Process section of this document for details on the RFP timeline.

Submittal Requirements

The RFP must include the following to be considered for the project.

1. **Project Understanding and Approach.** Description of the Consultant’s understanding of the overall project and a detailed schedule and approach to phase one, including the ability to meet the not-to-exceed budget. Additionally, please provide an overview of the management and communication structure of the consultant’s internal team and any subcontractors proposed for the project, including your preferred approach to project management and communication for a successful project.
2. **Consultant team.** Description of the Consultant’s team, including firm descriptions, a staffing plan, and resumes and qualifications of key personnel and subcontractors.
3. **Project Experience – Public Engagement.** Description of the consultant’s philosophy, approach, and experience in developing and executing public engagement efforts for similarly complex projects.
4. **Project Experience – Comprehensive Plans.** Description of the consultant’s experience in preparing comprehensive plans for communities of similar size and character. Please also include specific experience where the consultants have managed a sequential process of updating a comp plan and land use code. Please provide a minimum of two examples.
5. **Project Experience – Code Preparation.** Description of the Consultant’s experience in conducting comprehensive rewrites of land use codes. Please provide specific examples of how the codes content or structure changed significantly, or not, during the process. Please provide a minimum of two examples.
6. **References.** Please provide a minimum of three relevant professional references with phone and email contact information.
7. **Cost Proposal.** Please provide a time and materials cost estimate for phase one of the scope of work.

Submittal Process

1. The submittal process will follow the schedule as outlined below.
 - a. RFP Publication Date March 29, 2023
 - b. RFQ/RFP Deadline to Submit Questions.....April 12, 2023
 - c. Response to Questions Published.....April 19, 2023
 - d. RFP Submittal DeadlineMay 5, 2023
 - e. Selection Committee Reviews Completed..... May 2023
 - f. Interviews with Consultants May 2023
 - g. Selection of Consultant..... End of May 2023
2. Questions shall be sent via email no later than Wednesday, April 12, 2023, 4:00 P.M., to Heather Nicolai, hnicolai@ketchumidaho.org.
3. Depending on the number of respondents and initial review of submittals, the city may or may not elect to conduct interviews. All responders will be notified whether interviews will be conducted following review by the Selection Committee.
4. Format and Delivery: Please email a consolidated PDF copy to hnicolai@ketchumidaho.org with a subject line of “RFP Submittal – Ketchum Comp Plan and Code Rewrite”.

Criteria for Selection

The following criteria will be used with the evaluation of submittals:

- **Completeness:** The submittal includes all required items outlined in the RFP. **10 points**
- **Understanding & Approach:** Submitter fully understands the intent and goals of the overall project and has proposed an approach and schedule that is logical, realistic, and achievable. **35 points**
- **Team:** Abilities and qualifications of personnel, demonstrated depth and breadth of the team to achieve the goals and objectives of the project. **30 points**
- **Experience:** The Consultant's demonstrated capability on similar or related comprehensive plans and land use regulations projects. **25 points.**

RFP Terms and Conditions

1. Proposals that do not include all submittal requirements outlined herein shall not be considered;
2. At the City's sole discretion, the City may choose to republish this RFP;
3. The City reserves the right to accept or reject any and/or all proposals and to waive any informalities or irregularities in said proposals. The RFP does not bind the City to hire a consultant when, in the City's sole discretion, the City determines not to do so;
4. Until such time the professional services agreement is executed, there are no express or implied obligations or commitments on the part of either the City or the Consultant concerning either this RFP or any proposal associated with it;
5. At the City's sole discretion and with notice being provided to the Consultants, the City may amend the Selection Process and/or Tentative Project Schedule at any time;
6. By submitting materials for the City's consideration pursuant to this RFP, the Consultant is waiving any claim of confidentiality, trade secrets or privilege with respect to materials submitted.
7. If warranted, any updates, revisions or modifications to this RFP shall be posted on Ketchum's website at: www.ketchumidaho.org/rfps during the advertising period, and it shall be the responsibility of the Consultant to review the website during the advertising period to verify if any such updates, revisions or modifications have been made to this RFP; and
8. Only written questions will be answered. If additional information or clarification is desired, email requests should be made to at the email address listed above.
9. The selected firm will work under a Professional Services Agreement. Once an Agreement is negotiated, the following documents will be required by the selected firm prior to the commencement of any work:
 - Signed contract by both the city and the consultant(s).
 - Proof of insurance per Professional Services Agreement.
10. Being selected under this solicitation will not preclude the firm from being considered for any other projects advertised.



City of Ketchum

Attachment 4: DRAFT Project Budgets

FY 2023 Professional Services Budget

General Operations	Ketchum Computers	\$ 7,000.00
	S&C Associates	\$ 7,000.00
	Clearmind Graphics	\$ 7,200.00
	Forsgren	\$ 24,000.00
Interim Ordinance Support	Commercial Demand Analysis	\$ 30,000.00
	Architectural Resources	\$ 15,000.00
	Financial Feasibility Case Study	\$ 3,000.00
Comp Plan Code Rewrite	Project Management Support	\$ 35,000.00
	Comp Plan/Code Rewrite	\$ 25,000.00
	<i>Subtotal</i>	<i>\$ 153,200.00</i>
	FY23 Approved Budget	\$ 70,000.00
	Over/Under	\$ (83,200.00)

TOTAL Professional Services for Interim Ordinance Revisions (FY 23)

Commercial Demand Analysis	\$ 30,000.00
Architectural Resources	\$ 15,000.00
Financial Feasibility Case Study	\$ 3,000.00
Total	\$ 48,000.00

TOTAL Professional Services for Comp Plan/Code Rewrite

Project Management Support - FY23-26	\$ 140,000.00
Comp Plan/Code Rewrite	
Phase 1 - FY23	\$ 9,500.00
Phase 2 - FY23/24	\$ 50,000.00
Phase 3 - FY24/25/26	\$ 100,000.00
Total	\$ 299,500.00