



City of Ketchum

September 7, 2021

Mayor Bradshaw and City Councilors
City of Ketchum
Ketchum, Idaho

Mayor Bradshaw and City Councilors:

Recommendation to approve Contract #20701 with Agnew Beck for consulting services related to Community Housing

Recommendation and Summary

Staff requests Council approve Contract #20701 with Agnew Beck to provide consulting services related to the development of a city community housing strategic plan.

"I move to authorize Contract #20701 for a not to exceed amount of \$51,100 with Agnew Beck."

The reasons for the recommendation are as follows:

- The City Council has expressed a desire for the creation of a housing strategic plan
- The plan will inform potential future zoning/regulatory changes as well as city investments as it relates to community housing. Specifically, the city intends to hold a May 2022 election relating to altering the collection of Local Option Taxes to fund community housing.
- Agnew Beck has completed similar efforts in other Idaho communities

Introduction and History

During the FY22 budget development process, the City Council expressed a desire to formalize the city's overall community housing strategy. To that end, staff recommended the city retain a consultant to engage the community in the development of a city housing strategic plan based on national best practices.

Attached is the proposed scope of work. We will be looking for feedback from the Council and key stakeholders for suggested revisions. Staff would like to highlight a couple of points. First, the lack of community housing is not limited to just the City of Ketchum. Therefore, the scope of work contemplates coordination with Blaine County, the Blaine County Housing Authority (BCHA), adjacent cities and key stakeholders. Second, city staff has emphasized to the consultant team to complete task two in the most cost and time efficient manner. We all recognize we are in a housing crisis but there are no recently updated numbers that would inform a ten-year goal target for preservation and creation of housing units in the valley and Ketchum specifically. Coordination would occur with Sun Valley Economic Development and BCHA to build on any existing data points. City staff has also acquired updated information from a recent survey conducted by the Colorado Association of Ski Towns, which will reduce planned hours on the best practices task item. As with any professional services contract, the amounts outlined in the proposed scope of work are estimates and the city only pays for completed hours. Therefore, should elements in the scope of work be completed more efficiently than planned, the city will enjoy those financial savings.

Sustainability Impact

Adequate community housing decreases the occurrence of trip generation and associated greenhouse gases.

Financial Impact

This contract would be funded from the Mayor-Council Strategic Initiative Fund.

Attachments:

Contract #20701



City of Ketchum

**INDEPENDENT CONTRACTOR AGREEMENT #20701 WITH AGNEW BECK
CONSULTING, INC.**

THIS CONTRACT FOR SERVICES ("Agreement") is entered into as of the _____ day of _____ 2021 by and between Agnew Beck Consulting, Inc. (Agnew::Beck) and the City of Ketchum, an Idaho municipal corporation (Agnew::Beck Consulting and City of Ketchum are, collectively, the "Parties") with reference to the following facts:

RECITALS

A. The City of Ketchum is experiencing similar affordable and community housing issues that are affecting comparative towns across the nation. The City desires to promote stability, affordability and viable solutions to current and future residents. Accordingly, the City has determined that an outside organization is needed to analyze the situation and vet all possible solutions.

B. Agnew::Beck has the expertise necessary to conduct, organize, manage, and produce an analysis of the current housing situation and propose a housing strategic plan to assist the City of Ketchum curb the crisis with viable solutions.

C. City of Ketchum desires to retain the services of Agnew::Beck and Agnew::Beck desires to provide the services, as set forth herein.

NOW THEREFORE, for good and valuable consideration, the receipt and adequacy of which are hereby acknowledged, the Parties agree as follows:

1. **General Duties.** Agnew::Beck agrees to conduct, organize, manage and produce a Community Housing Analysis and Strategy according to the terms and conditions of this Agreement.
2. **Description of Services.** Agnew::Beck shall complete the tasks in the attached scope of work and schedule, incorporated herein by this reference (the "Services").
3. **Payment for Services.** In exchange for the Services, City of Ketchum shall pay Agnew::Beck for hours billed (per attached fee structure) on a monthly basis. The monthly bill shall be itemized by completed task, team member and fee rate. Direct project expenses (e.g., travel) shall be itemized on the monthly bill. This contract will not exceed \$51,100.

4. **Term – 7 Months.** This Agreement shall be effective for a period of seven months with an option to extend for project development and as needed pro formas. The parties hereby agree that in the event Ketchum, in its sole and exclusive opinion, lacks sufficient funds to continue paying for the Services, Ketchum may terminate this Contract without penalty upon thirty (30) days written notice to Agnew::Beck. Upon receipt of such notice neither party shall not have any further obligation to the other. In the event of such termination, Agnew::Beck shall submit a report of expenditures to the City of Ketchum. Any Ketchum funds not encumbered for authorized expenditures by Agnew::Beck at the date of termination shall be refunded to Ketchum within twenty (20) days.

5. **Independent Contract/No Partnerships or Employee Relationship.**

(a) By executing this Agreement, the Parties do not intend to create a partnership, joint venture, agency employee/employer relationship or any other relationship other than that of Independent Contractor. Neither Party shall have the power to bind the other in any manner whatsoever.

(b) In rendering the services contemplated by this Agreement, Agnew::Beck is at all times acting as an Independent Contractor and not as an employee of City of Ketchum. Agnew::Beck shall have no rights or obligations as an employee by reason of the Agreement, and City of Ketchum shall not provide Agnew::Beck with any employee benefits, including without limitation, any City of Ketchum sponsored retirement, vacation or health insurance program.

(c) Except as set forth in this Agreement, City of Ketchum shall not exercise any control whatsoever over the manner in which Agnew::Beck performs the obligations contemplated herein. Agnew::Beck is allowed the discretion to subcontract with other entities as needed per the City's approval.

(d) Agnew::Beck may perform services similar in nature to the services contemplated in this Agreement for other individuals and entities during the term of this Agreement.

(e) City of Ketchum shall not withhold any local, state or federal payroll or employment taxes of any kind from any compensation paid to Agnew::Beck. Agnew::Beck hereby warrants and represents that it will pay all such employment and payroll taxes, if any, and hereby releases, holds harmless and indemnifies City of Ketchum and the directors, officers, members, employees and agents thereof from any and all costs, expenses or liability of any kind whatsoever that may be incurred as a result of Agnew::Beck's failure to pay such payroll or employment taxes.

6. **Assignment.** Neither Party shall assign any of its rights and/or obligations under this Agreement to any other person or entity.

7. **Representations and Warranties by Agnew::Beck.** Agnew::Beck hereby represents and warrants to City of Ketchum as follows:

(a) Agnew::Beck agrees to conduct, organize, manage and produce a Community Housing Analysis and Strategy.

(b) City of Ketchum shall retain proprietary rights over all final findings and reports items relating to the study.

(c) Public Records. Agnew::Beck hereby acknowledges that all writings and documents, including without limitation email, containing information relating to the conduct or administration of the public's business prepared by Agnew::Beck for Ketchum, regardless of physical form or characteristics, may be public records pursuant to the Idaho Public Records Act, Chapter 1 of Title 74 of Idaho Code. Accordingly, Agnew::Beck shall maintain such writings and records in such a manner that they may be readily identified, retrieved and made available for such inspection and copying.

(d) Agnew::Beck shall provide all study materials to City of Ketchum immediately upon request.

8. **Default.** In the event either Party hereto defaults in its performance of any of the obligations created hereunder, the other Party may pursue any and all remedies whether at law or equity, including without limitation terminating this Agreement.

9. **Voluntary Agreement.** This Agreement is freely and voluntarily entered into by each of the Parties. The Parties acknowledge and agree that each has been represented in the negotiation of this Agreement by counsel of its own choosing or has had an opportunity and ability to obtain such representation, that it has read this Agreement, or had it read to it, that it understands this Agreement, and that it is fully aware of the contents and legal effects of this Agreement.

10. **Binding Agreement.** The provisions of this Agreement shall be binding upon, and shall obligate, extend to, and inure to the benefit of, each of the legal successors, assigns, transferees, grantees, and heirs of each of the Parties, and all persons who may assume any or all of the above-described capacities subsequent to the execution of this Agreement.

11. **Mediation.** Should a dispute arise and is not resolved by the Parties, the Parties shall first proceed in good faith to submit the matter to non-binding mediation with a mediator licensed in the State of Idaho. Upon completion of one attempt at mediation, either party may pursue any available legal or equitable remedy.

12. **Attorney Fees and Costs.** In the event that any of the Parties is required to incur attorney fees and/or costs to enforce or interpret any provision of this Agreement or is required to defend any action brought by any of the Parties, based on, arising from or related to this Agreement, the unsuccessful Parties agree to pay to the prevailing Parties their reasonable actual costs and attorney fees, whether or not litigation is actually commenced and including reasonable attorney fees and costs on appeal.

13. **Entire Agreement.** This Agreement contains the final, complete, exclusive, and entire agreement and understanding between the Parties on this topic and supersedes and/or replaces any and all prior negotiations, proposed agreements and agreements, whether written or oral on such topic.
14. **Modification.** This Agreement may not be modified except by a writing signed by all Parties affected by such purported modification.
15. **Waiver.** In the event of any default hereunder by either Party, if the other Party fails or neglects for any reason to demand full performance, such failure or neglect shall not be deemed to be a waiver of the right to demand full performance or a waiver of any cause of action, or as a waiver of any of the covenants, terms or conditions of this Agreement or of the performance thereof. None of the covenants, terms or conditions of this Agreement can be waived by either Party hereto except in a signed writing.
16. **Severability.** In the event that any portion of this Agreement is held by a court of competent jurisdiction to be invalid, illegal or unenforceable in any respect, the validity, legality, and enforceability of the remaining portions of this Agreement and the application thereof shall not in any way be affected thereby.
17. **Interpretation.**
- (a) Whenever in this Agreement the context may so require, the neuter gender shall be deemed to refer to and include the masculine and the feminine, the singular number shall be deemed to refer to and include the plural, and vice versa.
 - (b) This Agreement is the result of negotiations, and no Party shall be deemed to have drafted this Agreement for purposes of construing any portion of the Agreement for or against any Party.
 - (c) The descriptive headings in this Agreement are included for convenience of reference and are not intended to affect the meaning or construction of any of the provisions herein.
 - (d) Any exhibit attached hereto shall be deemed to have been incorporated herein by this reference as if set forth herein at length.
18. **Time is of the Essence.** Time is hereby made expressly of the essence in every term.
19. **Governing Law and Jurisdiction.** This Agreement shall in all respects be interpreted, enforced, and governed by and under the laws of the State of Idaho without giving effect to its conflicts of law provisions. The Parties each expressly agree to the appropriateness of and consent to the venue and jurisdiction of the State of Idaho in the County of Blaine and all state and federal courts having geographical jurisdiction for such County as the exclusive forum for the purposes of any action to enforce or interpret this Agreement.

20. **Capacity to Execute.** Each of the Parties, and each person signing this Agreement, represents and warrants that it and its representative(s) executing this Agreement on its behalf each has the authority and capacity to execute this Agreement.

21. **Counterparts.** The Parties may execute this Agreement, and any modification(s) hereof, in two or more counterparts, which shall, in the aggregate, be signed by all of the Parties. Each counterpart shall be deemed an original instrument as against any Party who has signed it. A faxed copy of the signature of any of the Parties shall have the same force and effect as an original signature of such Party.

22. **Indemnification.** Agnew::Beck shall indemnify and hold harmless Ketchum and its directors, agents and employees free, clear and harmless, from and against any and all losses, liabilities, costs, expenses (including amounts paid in settlements and reasonable attorney's fees), claims, penalties, judgments and damages, resulting from or arising out of, by reason of any act, omission or negligence of Agnew::Beck or its respective agents, employees or contractors in any way connected with or arising out of any accident, injury or damage, any breach of representation, injury to person or property, any activity conducted or action taken by the City of Ketchum, directly or indirectly, in conjunction with this Agreement.

WHEREFORE, the Parties have executed this Agreement on the day and year set out next to each of their signatures

CITY OF KETCHUM

AGNEW BECK CONSULTING, INC

Neil Bradshaw, Mayor

Ellen Campfield Nelson, Principal/Owner

ATTEST:

Tara Fenwick
City Clerk



City of Ketchum Community Housing Analysis and Strategy

Proposal Submitted by Agnew::Beck and Elkartu Consulting





Jade Riley
480 East Ave. N.
Ketchum, ID 83340

Dear Jade –

Agnew::Beck is excited to submit our proposal to assist the City of Ketchum in its endeavor to create an accessible community housing approach.

Our firm recognizes that creating supportive and affordable housing is vital to ensure the long-term health and sustainability of our communities. As you well know, Ketchum and the Wood River Valley face a unique set of challenges as a highly desirable place to live, with fluctuating seasonal activity alongside serious housing shortages. These dynamics, in turn, can affect population health, community cohesion, and the long-term sustainability of the region – situations experienced by many mountain towns and cities throughout the West. Our team has extensive experience analyzing housing data and creating housing strategy and policy recommendations that lead to actionable projects and initiatives.

Our firm offers a specific combination of skills that seem to fit well with this project:

- Understanding of housing issues, solutions, data, and trends
- Direct work with a variety of housing entity types and housing projects
- Extensive experience working with collective impact approaches
- Proven ability to consider issues comprehensively while conducting focused, organized research
- Well-designed, succinct summaries that convey key facts and illuminate solutions
- Continual focus on project implications, next steps, and implementation goals
- Experience working throughout the Mountain West

Agnew::Beck has conducted comparable research for similarly sized cities and regions and has assisted on projects ranging from housing project development, Pay for Success and other feasibility analyses, local and regional housing strategies work, Housing First strategies, organizational capacity building, strategic planning and local and regional land use planning. Our team has direct experience working with the types of entities that have historically addressed housing demand, affordability, and quality, and we have helped these organizations remain innovative and responsive in their approaches to building community and successful housing solutions. Highlights of some of our recent, relevant experience include:

- Five-Year Supportive Housing Analysis and Financial Modeling, City of Boise (2021)
- Our Path Home – Campaign to End Family Homelessness, City of Boise (2020-2021)
- Pay for Success Feasibility Study, United Way of Anchorage (2018)
- Regional Housing Authority Needs Assessment, Copper River Basin Regional Housing Authority (2017-2018)
- Housing and Homelessness Roundtables, Ada County (2015-2019)
- Housing First Scattered Site Business Plan, City of Boise and Ada County (2015-2016)
- Housing Needs Analysis, City of Boise (2015)

A::B is a multidisciplinary consulting firm based in Boise, Idaho and Anchorage, Alaska. Our aim is to promote strength, health, vibrancy, and equity across communities throughout the West. We are skilled in policy, planning, engagement, and project implementation. Since 2002, we have helped our clients strategically respond to growth and change, challenges, and opportunities to achieve their goals. Our team is committed to

effective and efficient project management. We are committed, passionate, and practical partners, working as allies with our clients to identify and tackle their most important issues with smart, effective solutions, and with key stakeholders at the center of the process.

“Engage, Plan, Implement” is our approach to helping people, places and organizations get beyond ideas and issues, and get into making things happen.

We look forward to engaging with you in this important effort to create a more equitable and affordable housing environment for the City of Ketchum.

A handwritten signature in black ink, reading "Ellen Campfield Nelson". The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

Sincerely,

Ellen Campfield Nelson, Principal::Owner

Agnew::Beck Consulting | 802 West Bannock Street, Suite 305A | Boise, ID 83702
t 208.342.3976 | www.agnewbeck.com

Our Team

Ellen Campfield Nelson, AICP, Principal | Project Advisor



Ellen practices planning and project development across many fields, working in health, housing, recreation, economic development, land use, transportation and placemaking. She integrates skills in visual communication, data analysis, public engagement, strategic planning, facilitation and project implementation. After five years in Agnew::Beck's Anchorage office, Ellen moved to Idaho in 2008, establishing a new Agnew::Beck office. Over the last fifteen years, she has worked with communities around the Mountain West and is familiar with the struggles and possibilities they frequently face as they work to retain the characteristics they love while managing the growth pressures their popularity brings. She is increasingly focused on the relationship between health and housing, and the importance of both in planning great communities. Ellen's recent project portfolio includes Housing and Homelessness Roundtable facilitation for the City of Boise Mayor's Office, developing a Vision Zero Communications Plan for Anchorage's Mayor's Office to eliminate traffic deaths, and assisting the Confederated Tribes of the Umatilla Indian Reservation with a health action plan. Ellen recently completed a resilience business incubator feasibility study for the Blue Lake Tribe in northern California that resulted in a \$7M award from the U.S. Economic Development Administration, and she assisted the Idaho Commission on the Arts to kick off a long-range planning process.

Diana Lachiondo, Principal and Owner | Elkartu Consulting LLC | Project Manager



Diana Lachiondo is a community and regional leader in Idaho. She has worked extensively on some of the toughest issues of the day, including housing and homelessness, the opioid epidemic, refugee integration and land use and growth management. Diana brings a unique combination of deep policy expertise with an intimate knowledge of the political and cultural landscape of Idaho and the Northwest. Prior to starting Elkartu Consulting in 2021, Diana worked in the private and nonprofit sectors for a decade. She then spent five years as the Director of Community Partnerships for the City of Boise before being elected to serve on the Ada County Board of Commissioners.

Wyatt Schroeder, Senior Associate | Housing Strategist



Wyatt is an experienced strategist, working to address key social issues like homelessness, housing affordability, equity, and education. From directing social service organizations to serving in the Boise Mayor's Office, he designs community-wide strategies that tackle socially conscious issues and embrace public-private partnerships. This has led Wyatt to taking a leadership role in establishing Idaho's most robust collaboration on homelessness, designing new Boise programming that addresses housing affordability, and serving on statewide and local nonprofit boards. True to his MBA background, he takes an analytical method in revealing the story behind our impact and exposing the underlying strategy that informs our next steps. Current projects include providing management and facilitation to the Ada County Campaign to End Homelessness, facilitating Neighbors United, Ada County's refugee collaboration, and developing a strategic plan for Supportive Housing for Our Path Home.

Aaron Mondada, Associate | Research Analyst



Aaron holds a Masters of Community and Regional Planning from Boise State University. Since joining Agnew::Beck in 2015, Aaron has led data collection and analysis projects as well as survey design, deployment and analysis. He also coordinates many details of project outreach, communications, and logistics. Aaron's recent work included data collection and analysis for the City of Boise's Our Path Home 5-Year Supportive Housing Plan, project coordination and planning for the Central Bench, North End, and Sunset Neighborhood plans, and demographic analysis and market research on California's Redwood Coast for the Blue Lake Tribe's Resilience Business Incubator Feasibility Study. Aaron is currently helping Capitol City Development Corporation with their coordinated efforts to envision the future of the Linen Blocks on Grove Street and is an implementation coordinator for Neighbors United, Boise's refugee network. Aaron has presented on topics as varied as food systems, data for understanding recreation trends, and the rise of "pop-up" events in community planning.

Similar Work Experience

Select Housing Experience

Five-Year Supportive Housing Analysis and Financial Modeling

City of Boise | Ongoing | The five-year supportive housing analysis is a data informed approach to understanding the ever-changing housing market in the City of Boise – with a focus on providing information related to how the City can prioritize funding, resource allocation, and housing policy development. To support this assessment, Agnew::Beck created a financial modeling tool with adjustable variables (incentives, funding, number of affordable units, etc.) that can be used by the City to assess available resources and the partnerships necessary to create new units that support both market-rate and affordable housing development. This supportive housing analysis also includes a geographic and demographic analysis of neighborhoods aimed at informing potential parcel acquisition strategy and targeted housing supports. Agnew::Beck is facilitating an inclusive steering committee featuring developers, services providers, and representatives from local governments to help support the implementation of the five-year development pipeline.

Idaho Falls Market Assessment

City of Idaho Falls | 2020 | In collaboration with Stantec and the City of Idaho Falls, Agnew::Beck helped created an Brownfields Area Wide Plan and subsequent market study for the South Northgate Highway Corridor and the 1st Street Corridor. These corridors are ripe for redevelopment and represented an area for City investment that would benefit a diverse group of Idaho Falls residents. Our team analyzed population, housing, and economic trends to inform a market study for a Brownfields Area Wide Plan. A::B then translated job and housing forecasts into an estimate for land need apportioned to relevant land use categories in the planning area. Key stakeholder interviews, community meetings and a site visit to Idaho Falls informed the market trends and capture rates.

City of Boise, Housing Needs Analysis

City of Boise | 2014-2015 | Boise is the largest city in Idaho, with more than 200,000 residents and 90,000 housing units. In 2014, the City of Boise Housing and Community Development Division (HCD) launched a housing needs analysis process, and selected Agnew::Beck to lead the effort. The primary goal was to not only describe current market conditions and housing inventories, but identify gaps in housing availability, areas of concern, and recommendations for addressing these needs as well. Agnew::Beck divided work into three distinct phases: Discovery, Analysis and Direction. This approach provided a framework for comprehensive datasets, and significant outreach with key informants. Data was compiled from numerous sources, including local assessor and GIS information, multiple listing service (MLS) reports, regional studies, and the U.S. Census Bureau. The final report includes direction for HCD to answer current housing questions, as well as direct future programs and services.

Ada County Housing and Homelessness Roundtables

City of Boise | 2015-2019 | The Housing and Homelessness Roundtables, sponsored by the City of Boise Mayor's Office and facilitated by Agnew::Beck, have successfully brought together a diverse array of leaders who are committed to understanding and implementing solutions to homelessness and housing in Ada County, Idaho's most populous county. With more than 100 participants from more than 40 governments and organizations, the Roundtables have helped initiate critical bricks-and-mortar projects and marshalled funding for several new housing initiatives. The Ada County Housing and Homelessness roundtables have brought intense focus and support to the issue of homelessness and housing affordability through both conventional and unconventional means including events such as visits and conversations with Pulitzer-prize-winning author Matthew Desmond (*Evicted*), and New York Times journalist Nicholas Kristof.

Housing First Scattered Site Business Plan

City of Boise | 2015-2016 | In collaboration with Boise City and Ada County stakeholders, Agnew::Beck developed a strategic plan to address chronic homelessness that highlights the economic impact of a Housing First approach. Previous facilitation of a housing roundtable series and housing needs analysis built the foundation for engagement on this concept with local hospitals and healthcare providers, homeless service providers, law enforcement, housing providers and others. Agnew::Beck's plan highlighted the community's interest in a long-term, evidence-based solution, utilized technical support provided by Boise State University Public Policy Research Center and University of Utah Sorenson Impact Center, outlined the program's necessary service providers and agencies, and provided an operational pro forma with a fundraising and sustainability plan. The plan identifies nationally recognized best practices for evaluation and identifies the City of Boise's and Ada County's natural advantages and challenges to launch the program.

Pay for Success Feasibility Study

United Way of Anchorage | 2018 | On behalf of the United Way of Anchorage, Agnew::Beck prepared a financial feasibility analysis of the potential cost avoidance associated with utilizing a pay for success model to sustainably fund permanent supportive housing in Anchorage and the Mat-Su. The analysis included current utilization of public safety, corrections and emergency services resources by the project target population and estimated the percent change in service utilization post-intervention. The feasibility analysis and estimated cost avoidance were published in May 2018. United Way, the Municipality of Anchorage and other partners are currently engaged in the transaction structuring phase: identifying the number of housing units and supports needed per year, soliciting bids from service providers to participate, developing the metrics for measuring success and payments back to investors, and securing financial arrangements with partners involved in order to fund the first year of the program.

Copper River Basin Regional Housing Authority Needs Assessment

Association of Alaska Housing Authorities | 2017-2018 | Copper River Basin Regional Housing Authority (CRBRHA) is the authorized Tribally Designated Housing Entity (TDHE) for the eight federally recognized tribal partners of the Ahtna Region in Alaska. Agnew::Beck collected and analyzed data to inform decisions on where to invest in housing, what types of housing programs to develop and which funding programs to target, then produced a regional strategic plan and funding strategy that matches the priorities of CRBRHA and its partner communities. The tools used by the consultant team to develop the regional housing assessment have been compiled as a needs assessment “tool box” that individual communities can also use to better understand detailed housing needs and plan for housing in their own community.

Select Additional Housing Experience

- 2020 – Bethel Multi-family Housing Concept Development
- 2018 – Anchorage Coalition to End Homelessness: Continuum of Care Grant Application
- 2018 – Fairbanks North Star Borough Regional Growth Plan and F-35 Beddown Analysis
- 2018 – Alaska Mental Health Trust Authority Cost Impact Analysis for the Alaska Pioneer Homes
- 2017 – Cook Inlet Housing Authority: Live Work Play Housing Feasibility Primer
- 2014 – Tlingit-Haida Housing Needs Assessment
- 2014 – Juneau Senior Housing and Services Market Demand Study

Select Stakeholder Engagement and Capacity Building Experience

City of Boise Continuum of Care Action Plan

City of Boise | 2017 | The Boise City Ada County Continuum of Care (CoC) Executive Committee was asked by a local funders forum to clearly state their highest priority projects. Agnew::Beck facilitated two meetings with the CoC to map the existing system and its gaps, identify interventions that would address them, establish criteria for prioritization and put forward a concise action plan. A::B presented the action plan to the funding group, which led to funding a majority of the CoC's priorities, including an innovative “barrier removal” fund that allows local nonprofit to pay for low-level one-time costs such as security deposits, utility bills in arrears or application fees that routinely prevent people from achieving stable housing. Two years later, Agnew::Beck is being re-engaged in the process to update the action plan, since many of the priorities have been accomplished and the CoC is looking forward to the next stage of progress.

Old Boise Blocks on Grove Street Placemaking and Redevelopment Strategy

Capital City Development Corporation | 2019-2021 | The Old Boise Blocks on Grove Street, between 3rd and 6th Streets downtown, are ready for catalytic transformation. CCDC has more than \$10M in capital improvement project funding dedicated to investments in this area. With the assistance of Agnew::Beck, CCDC is in the middle of an inclusive community-driven visioning process to develop a placemaking strategy for the Old Boise Blocks on Grove that will further energize and activate one of Boise’s original neighborhoods. The placemaking and redevelopment strategy featured a broad public engagement and a 43-member Visioning Workgroup who met regularly throughout the summer of 2020 to discuss the vision and desired function in the project area. The Visioning Workgroup brought together a wide range of stakeholders including developers, private landowners, residents, agency representatives, businesses, and members of Idaho’s Basque community. Alongside the visioning workgroup, Agnew::Beck designed and implemented two public surveys to collect additional information regarding the values and vision for the project area, receiving over 600 responses in total. The final Placemaking and Redevelopment Strategy report was finalized in

November 2020. Agnew::Beck has continued to support the implementation of the Old Boise Blocks on Grove Street Vision through additional stakeholder engagement efforts during phase 2 of the streetscape design process. Final Streetscape designs are undergoing final agency review and should be approved later this year.

Blue Lake Rancheria Resilience Business Incubator Feasibility Study

Blue Lake Tribe | 2017-2018 | Agnew::Beck supported the Blue Lake Tribe of Northern California in its aim to develop a business incubator which would encourage entrepreneurs to explore business ideas promoting environmental and economic resilience. Agnew::Beck assessed the entrepreneurial ecosystem, leadership capacity and organizational readiness as well as a market assessment of demand for such a space in Humboldt County. In-depth interviews with business incubators and accelerators nationwide provided a representative sampling of similar successful programs and develop a program model, determine space needs for construction, develop a financial sustainability plan and design performance measurables for the business incubator. The Blue Lake Rancheria Resilience Business Incubator Feasibility Study facilitated an Economic Development Administration (EDA) Economic Adjustment Assistance proposal submission to construct a regional Resilience Innovation Center at Blue Lake Rancheria, which ultimately received \$7M in funding.

Neighbors United Implementation Coordination

Idaho Office for Refugees | 2014-Present | Since 2014, Agnew::Beck has served as the Neighbors United Implementation Coordinator. Our team has been facilitating meetings and managing the network's seven subcommittees to promote collaboration, accountability, and track progress for the Neighbors United Network, a nationally-recognized initiative to help refugees successfully integrate and thrive in Boise. The network is made up of more than 100 organizations and has helped promote successful programming in Boise. Agnew::Beck developed the 2019 Neighbors United Community Plan and is continuing to drive partner agencies to implement the vision, goals and strategies of the broader Neighbors United network.

Select Additional Stakeholder Engagement and Capacity Building Experience

- 2021 – CCDC Linen Blocks on Grove Street Visioning Process
- 2017-2021 – City of Boise Neighborhood Plans
- 2018 – City of Kuna Comprehensive Plan
- 2018 – Shoshone-Bannock Comprehensive Economic Development Strategy

Work Samples

Our team has included the following work samples as attachments to this proposal:

- Ada County Housing and Homelessness Roundtable – Data Assessment Handout
- City of Boise, Campaign to End Family Homelessness – Informational Handout
- City of Boise, Supportive Housing Analysis – Presentation, Select Slides
- City of Boise, Supportive Housing Analysis – Data Model Dashboard Screen Capture
- City of Idaho Falls Market Study – Final Report

Proposed Scope of Services

Task 1: Start-Up, Scoping and Scheduling (Aug/Sep)

Key deliverables from Task 1: (1) Updated project plan and scheduled; monthly progress reports, (2) Stakeholder Engagement Plan.

1A. Project Team Kick-Off.

Meet with City team to refine scope and timeline, transfer documents and information, and clarify roles. Meet regularly (approximately bi-weekly) to update on progress and adjust tasks, schedule and deliverables, as needed, throughout the project period.

1B. Stakeholder Analysis and Engagement Planning.

Identify key stakeholder groups within the City and region who have information and influence over housing, and the ability to contribute to and implement solutions. Develop a stakeholder engagement plan that includes a list of key informants to interview, intended audiences for community survey, and other people and organizations who should be invited to participate in and contribute to community housing planning and activities.

Task 2: Housing Needs and Solutions Assessment (Sep-Nov)

Key deliverables from Task 2: (1) Updated community housing supply/demand data, (2) Community Housing strategy and assessment toolkit, (3) Brief findings and recommendations memo, and (4) Task 2 summary presentation.

2A. Housing Supply/Demand Analysis.

Determine the level of demand and current supply for housing with the City and County. Use 2020 Census and other available data to update the current demand for housing by household income levels. Pre-release supply/demand numbers when available for reference in partner initiatives and other projects.

2B. Mountain Town Community Housing Toolkit.

Conduct and compile results from a research scan to evaluate the impact of past/existing and potential/new housing strategies, locally and in comparable communities. Identify impacts of various strategies and their availability for local use. This task could also include interviews with project developers - e.g., property owner/managers, architects and financial institutions to verify cost assumptions about development and financing and understand the key financial levers available within the community. Bundle strategies, key indicators (e.g., available, buildable land and assets, housing equity measures, etc.) and the financial portfolio and tools available to develop local community housing into a community housing toolkit. Present preliminary findings to City team.

2C. Key Findings.

Summarize the preliminary results and key findings of the research tasks. Create a report and a short, graphic explainer presentation that can be shared online or in meetings with stakeholders and the community.

Task 3: Stakeholder Engagement (Oct-Jan)

Key deliverables from Task 3: (1) Key informant interviews and survey results, (2) Materials for City/Council work sessions, (3) Materials and documentation from County Housing Work Group meetings.

3A. Local Informant Interviews and Research.

Conduct approximately eight-to-ten (8-10) interviews (one-on-one or small groups) with local key informants to understand the community context and readiness for further housing development. Interviews will likely include City of Ketchum and other local agencies tasked with regulating, managing and developing housing and land uses; major employers; local human services organizations and others as identified by the City. Design, help deploy and analyze results from a community-wide survey about perceptions of housing need and potential solutions.

3B. City of Ketchum Work Sessions.

Meet with City of Ketchum staff and officials up to three (3) times in the course of the project to confirm the project charter, survey initial findings and present final recommendations. Address questions in a work session format.

3C. Regional/County Community Housing Work Group.

If invited, participate in approximately 3 meetings of Blaine County's Community Housing Working Group to discuss relevant topics such as: (1) Valley wide/shared housing goals, including number of units in specific AMI ranges, (2) discuss and identify specific strategies and potential projects that could be employed in north and south valley areas, (3) discuss potential structure for ongoing collaboration and action.

Task 4: Housing Action Plan (Jan-Mar)

Key deliverables from Task 4: Final action plan report and supporting materials.

4A. City of Ketchum Community Housing Action Plan.

Based on activities in all prior Tasks, work with City staff to finalize a housing action plan that identifies specific strategies and projects that meet with City's community housing goals and relates these goals to the Valley's regional needs.

Task 5: Project Development and Pro Formas (as needed)

Develop pro formas and provide project management for site specific projects. *Costs provided as needed for specific projects.*

Project Timeline

Scope of Work	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Task 1: Start-Up, Scoping, Scheduling								
Task 2: Housing Needs and Solutions Assessment								
Task 3: Stakeholder Engagement								
Task 4: Housing Action Planning								
Task 5: Project Development and Pro Formas	To be determined, as needed							

Proposed Pricing

Our estimated fee for the described work is below.

City of Ketchum Support for Community Housing Development <i>Submitted by Agnew::Beck August 23, 2021</i>	Principal		Project Manger, Senior Associate and Senior Analyst		Data Analyst and Project Support		Total
Phase Timeframe: September 2021 to April 2022	hours	rate	hours	rate	hours	rate	
		\$170		\$135		\$100	
Task 1: Start-Up, Scoping and Scheduling <i>(Aug/Sep)</i>	10	\$1,700	10	\$1,350	4	\$400	\$3,450
1A. Project Team Kick-Off.	6	\$1,020	6	\$810	2	\$200	
1B. Stakeholder Analysis and Engagement Planning.	4	\$680	4	\$540	2	\$200	
Task 2: Housing Needs and Solutions Assessment <i>(Sep-Nov)</i>	20	\$3,400	72	\$9,720	40	\$4,000	\$17,120
2A. Housing Supply/Demand Analysis.	4	\$680	12	\$1,620	12	\$1,200	
2B. Mountain Town Community Housing Toolkit.	6	\$1,020	40	\$5,400	16	\$1,600	
2C. Key Findings.	10	\$1,700	20	\$2,700	12	\$1,200	
Task 3: Stakeholder Engagement <i>(Oct-Jan)</i>	32	\$5,440	48	\$6,480	52	\$5,200	\$17,120
3A. Local Informant Interviews and Research.	8	\$1,360	24	\$3,240	20	\$2,000	
3B. City of Ketchum Work Sessions.	12	\$2,040	12	\$1,620	16	\$1,600	
3C. Regional/County Community Housing Work Group.	12	\$2,040	12	\$1,620	16	\$1,600	
Task 4: Housing Action Plan <i>(Jan-Mar)</i>	8	\$1,360	30	\$4,050	20	\$2,000	\$7,410
4A. City of Ketchum Community Housing Action Plan.	8	\$1,360	30	\$4,050	20	\$2,000	
Task 5: Project Development and Pro Formas <i>(as needed)</i>							\$0
Develop pro formas and provide project management for site specific projects. <i>Costs provided as needed for specific projects.</i>	costs provided, as needed, for specific projects						
Expenses ** Travel expenses estimate assumes up to three (3) in-person visits by up to 2 people per visit. Visits are assumed to be 2 days/2 nights. Costs include lodging, mileage and per diem, using current federal mileage and per diem rates. Other meetings will be held virtually. A::B strictly adheres to current CDC and local health authority health and safety guidance when planning for and participating in in-person meetings/events/gatherings.							\$6,000
TOTAL	70	\$ 11,900	160	\$ 21,600	116	\$ 11,600	\$ 51,100

EXCLUSIONS + TERMS

Expenses - Include costs for travel to and from A::B's Boise, Idaho office as well as related equipment and services required in the normal performance of the contract. Costs for printing, mailing or otherwise distributing these materials, or for paid advertising are not included in this budget and would be paid for directly by client, as needed. Rights to final versions of all materials are transferred to the client upon conclusion of the project. A::B reserves the right to use any and all project materials for educational and marketing purposes. A::B reserves the rights to any draft or conceptual materials developed in the course of the project, or other materials specified in the terms of the contract.

A::B reserves the right to move budget between tasks, staff and subcontractors so long as costs do not exceed the total budget.

This estimate is good for 90 days from the date of the estimate.