



## COMMUNITY DEVELOPMENT COMMITTEE & COMMITTEE OF THE WHOLE MEETING

**Monday, July 15, 2024, at 6:00 PM**

**Snoqualmie City Hall, 38624 SE River Street & Zoom**

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### COMMITTEE MEMBERS

Chair: Louis Washington

Councilmembers: Jolyon Johnson and Rob Wotton

*This meeting will be conducted in person and remotely using teleconferencing technology provided by Zoom.*

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### CALL TO ORDER & ROLL CALL

### AGENDA APPROVAL

### PUBLIC COMMENTS (online public comments will not be taken).

### MINUTES

1. Approval of the minutes dated June 3, 2024.

### AGENDA BILLS

### DISCUSSION ITEMS

2. Snoqualmie Valley Selected for Rural Tourism Support Program.
3. Councilmembers Items of Interest.

### ADJOURNMENT

### UPCOMING ITEMS

*(The following items reference either upcoming projects or issues pertaining to matters of the Community Development Council Committee. There will be no discussion of these items unless there is a change in status.)*



## COMMUNITY DEVELOPMENT COMMITTEE & COMMITTEE OF THE WHOLE MEETING MINUTES June 03, 2024

*This meeting was conducted in person at Snoqualmie City Hall and remotely using Zoom.*

**CALL TO ORDER & ROLL CALL:** Chair Louis Washington called the meeting to order at 6:00 pm.

**Committee Members:**

Councilmembers Jo Johnson and Rob Wotton were present.

Mayor Katherine Ross and Councilmember Ethan Benson were also present.

**City Staff:**

Emily Arteche, Community Development Director; Mike Chambless, City Administrator; Ashley Wragge, Planning Technician; Jimmie Betts, IT Systems Support.

**AGENDA APPROVAL** - The agenda was approved as presented.

**PUBLIC COMMENTS** – There were no public comments.

**MINUTES**

1. Committee approved the minutes for May 20, 2024.

**AGENDA BILLS** – There were no agenda bills.

**DISCUSSION ITEMS**

2. Council Member Items of Interest: Committee reviewed affordable housing as an item of interest. CM Wotton posed a draft outline for a roundtable meeting regarding workforce housing on parcel 9033 and reviewed conversations among the Housing Taskforce. Discussion ensued on the benefits of a request for qualifications (RFQ) or a request for proposal (RFP), the use of a scoring system, and financial incentives the City could offer. Next steps are to discuss at the Roundtable scheduled for June 24, 2024.

**ADJOURNMENT**

The meeting was adjourned at 6:48 pm.

*Minutes by Ashley Wragge, Planning Technician*

*Recorded meeting audio is available on the City website after the meeting.*

*Minutes approved at the \_\_\_\_\_ Community Development Meeting.*



**Ashley Wragge, Planning Technician**

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## MEMORANDUM

To: Community Development Committee  
From: Ashley Wragge, Planning Technician  
Date: July 15, 2024  
Subject: Snoqualmie Valley Rural Tourism Support Program

### Introduction

The SnoValley Chamber of Commerce applied for a competitive State of Washington Rural Tourism Support (RTS) program. On June 1, 2024, SnoValley Chamber of Commerce successfully was selected as the awardee for the next regional focus, i.e., The Snoqualmie Valley.

### Background

RTS is an initiative that focuses on long-term sustainable destination development a concept that was recently discussed at the Council Retreat on Snoqualmie's Economic Vitality. It is awarded to applicants that demonstrate a clear need for destination development and that also identify the economic benefits from untapped tourism potential.

This program achieves its goals by helping key tourism stakeholders make individualized plans according to community needs.

### Analysis

As part of receiving this grant the awardee must bring together a diverse range of tourism stakeholders with the time and resources to serve on a steering committee and support the early phases of the RTS program, including the development of priority projects. Additionally, the awardee must identify resources available for the RTS matching grant to support the priority projects identified in the early phases of the program.

The beginning stages of this award take six to eight months of intentional planning and individualized project building. Subsequently, there will be funding opportunities to implement formulated tourism plans.

### Next Steps

Kelly Coughlin from the SnoValley Chamber of Commerce will provide presentation to Community Development Councilmembers about the RTS program and what this means for the Snoqualmie Valley at the next meeting on July 15, 2024. During this engagement she will provide more details on the impact and opportunities offered by the Rural Tourism Support program.



# Community Development Department

Item 3.

**Ashley Wragge, Planning Technician**

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## MEMORANDUM

To: Community Development Committee  
From: Ashley Wragge, Planning Technician  
Date: July 15, 2024  
Subject: Items of Committee Interest- Affordable Housing

### Introduction

At the beginning of the year Council Committee members were asked by the Chair to provide items of interest to be discussed at subsequent committee meetings.

### Background

On February 20, 2024, Council member Wotton provided a list of items for the committee to discuss, including affordable housing, tourism, and economic development. In the June 3, 2024, Community Development meeting, the focus was on affordable housing in which committee members reviewed a draft agenda for the June 24, 2024, Council Roundtable meeting focusing on affordable housing.

At the Roundtable councilmembers decided to rescind this item back to the Community Development Committee for further discussions on the merits of using request for qualifications (RFQ) or request for proposals (RFP).

### Analysis

Exploration of the City owned property for affordable housing will require the city to seek contractors for the work to be done. How to best attract the most suitable developers requires a thorough plan. Attachment 1 entitled *Hiring a Consultant: RFQs and RFPs* from the American Planning Association elaborates on efficient methods for cities to use when looking for project work to be done.

The exploration of the City owned property for affordable housing may require several points of discussion before this items returns back to a Council Roundtable including:

1. Potential Property Development
  - a. Property Description

- b. RFP or RFQ
  - c. Legal Considerations
  - d. Highest and Best Use
- 2. Advantages for Affordable Housing Siting
  - a. Close to the bus line
  - b. Walkable to Neighboring businesses & services
  - c. Proximity to other housing, infrastructure
  - d. Existing Zoning
- 3. Considerations
  - a. Land Ownership (city-owned, land lease, surplus sale)
  - b. Environmental stewardship
  - a. Traffic Impact/Parking
  - b. Onsite Services (daycare, after school care, health services)
  - c. Amenities (outdoor gathering area)
- 4. Resources
  - a. \$1.3 million affordable housing fund
  - b. Potential grants
- 5. RFP Selection Process
  - a. Appointed Committee or Staff
  - b. Scored and Unscored Requisites
- 6. Next Steps

### **Next Steps**

Staff recommends that at the July 15, 2024, meeting the Council Committee discuss which method best suits the City's needs and any other item related to items 1-6 above. Subsequent CD Committee meetings will include other topics of committee member interest; i.e., tourism, and economic development.

# QUICKNOTES

## Hiring a Consultant: RFQs and RFPs

There are many reasons a municipality may want to hire a consultant. Planning departments and agencies commonly use consultants to supplement staff time for large projects, such as comprehensive plan updates or zoning ordinance rewrites, or to augment staff expertise where detailed technical or subject matter knowledge is required. Consultants are typically skilled at facilitating the extensive public outreach and involvement required in major planning projects. Outside experts can also bring credibility and a sense of objectivity to planning processes.

To hire a consultant, an agency must first define the project requiring consulting services. Important factors to consider include project goals; technical, political, and administrative specifications; definitions of agency staff and consultants' respective roles; and project deliverables, timetable, and budget.

To achieve the highest quality project results, it is vital that agencies select the consultant that best meets the agency's needs. One approach is a two-step process consisting of a Request for Qualifications (RFQ) followed by a Request for Proposals (RFP).

### Request for Qualifications

In a combined RFQ-RFP process, an agency first releases an RFQ concisely describing the project and inviting consulting firms to submit their qualifications for consideration. RFQs should be widely advertised and can also be sent directly to individual firms. Because RFQs do not require a significant investment of time or resources for consultants to answer, response rates are generally high, and because they do not take significant amounts of time to review, staff can quickly review and rank the applications received. This is a good way for agencies who might not have previously worked with consultants to generate a short list of qualified candidates—typically between four or five of the highest ranked—to invite to submit full proposals through the RFP process.

### Request for Proposals

Other communities may decide to forego the RFQ and directly issue an RFP. The RFP should describe the scope of work for the project at hand and the consultant services needed, requirements for application, and evaluation and selection criteria. Agencies must write clear and accurate RFPs so that consultants' proposals may respond precisely to communities' needs. Preparing a response to an RFP takes significant time and resources on the part of the consultant, as well as significant review time on the part of the agency, so using an RFQ to identify a limited number of prequalified firms for the RFP invitation can be valuable for both parties.

The RFP should contain certain basic elements, including:

- a **cover page** providing the name of the project and agency contact information;
- an **introduction** clearly summarizing the project and the nature of the services sought;
- a **description of the project** detailing the project by providing community background and project history, covering the project purpose and basic components and aspects, and specifying a project budget range;
- a **description of services required** itemizing the scope of work, identifying major project milestones and deliverables, and providing a suggested schedule for project completion;
- **directions for submission**, explaining when and where proposals are due and in what form they should be submitted; and
- **evaluation criteria** describing how proposals will be evaluated and by whom.

Hiring a consultant can  
augment staff time and  
expertise and help a  
planning agency  
successfully complete  
big planning projects or  
smaller technical tasks.



**American Planning Association**

*Making Great Communities Happen*

Agencies typically request applicants to describe the process, products, and deliverables they will use to meet the project requirements laid out in the scope of work; develop a proposed project schedule; provide a detailed budget with breakouts of costs for each element or task; and specify contract requirements and billing procedures. Providing a project budget range enables firms to determine appropriate levels of costs and services, producing proposals of similar scales for agencies to better compare.

Agencies should also provide a way to answer any questions from consultants regarding the RFP. This could take the form of a scheduled preproposal meeting at which firm representatives may raise questions, or a designated staff member who responds to individual questions as they come in. In both cases, questions and responses should be documented and made publicly available to all interested consultants.

### Selecting the Winning Proposal

Once proposals have been received, the consultant selection team must review and rank them. Selection criteria typically include professional qualifications of the firm and personnel who will be assigned to the project; quality of the proposal content and presentation; past experience of the firm in working on similar projects and in similar environments; demonstration of creativity and innovation; familiarity with the project site or local context; and overall project cost and ability of the firm to perform work on schedule and within budget. The agency should contact references and carefully review samples of prior relevant work to narrow the field to three or four finalists to interview.

The interview team should ask consultants to describe how they would execute the project and explore those skill sets and intangible factors that will be most important for successful completion of the project at hand. After interviews are completed, the agency should rank the candidates, contact its top choice, and begin negotiating a work program and contract. If an agreement cannot be reached, the agency can then contact the next firm on the list. Once the contract is finalized, the agency can announce the “winner.”

### Successful Project Implementation

Once the agency has selected its top choice, it should clearly define project expectations and its relationship with the consultant through a contract. A formal agreement should clearly define the consultants’ scope of work, including project milestones, deliverables, timetables, and budget; define the relative roles and responsibilities of both the consultant and the agency; and establish billing and payment protocols. Down the line, this formal agreement can act as a guide to keep the project on track or help resolve any issues that might come up regarding consultant roles and responsibilities. Both the agency and consultant should consult their respective attorneys to help draw up, review, and approve the contract.

Agency staff must establish and maintain a pattern of close cooperation with the consultants throughout the duration of the project, providing information, data, and guidance where needed. Consultants must also keep agency staff updated on project process, whether through periodic meetings, interim written reports, or project update presentations.

For successful project management, it is important to develop and adhere to a detailed work schedule listing project tasks, milestones, completion dates, and required meeting or reporting times. The schedule should also include any responsibilities and duties of the agency. The consultant and the agency should work together to create this schedule during initial negotiations and include it in the formal agreement.

Hiring a consultant can augment staff time and expertise and help a planning agency successfully complete big planning projects or smaller technical tasks. By carefully defining project objectives, using the RFP process to most effectively and efficiently solicit a manageable number of qualified consultant proposals, and negotiating a comprehensive formal agreement and working relationship, both the agency and the consultant it selects will be primed for successful planning.

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## REFERENCES

### 1. Published by the American Planning Association

American Planning Association. “Consultants Online.” Available at [www.planning.org/consultants](http://www.planning.org/consultants).

Kelly, Eric Damian. 1993 [2006]. *Selecting and Retaining a Planning Consultant: RFPs, RFQs, Contracts, and Project Management*. PAS Report no. 443. Chicago: American Planning Association. Revised excerpt available at [www.planning.org/consultants/choosing](http://www.planning.org/consultants/choosing).

### 2. Other Resources

Colorado Department of Local Affairs, Office of Smart Growth. N.d. *Contracting for Professional Planning Consultant Services*. Available at <http://cospl.coalliance.org/fez/eserv/co:7850/loc61202c762002internet.pdf>.

Haines, Anna, et al. 2001. *How to Hire a Planning Consultant: A Guide to Preparing a Request for Proposals*. University of Wisconsin Extension and Wisconsin Department of Administration. Available at [www.dot.wisconsin.gov/localgov/docs/landuse-hire.pdf](http://www.dot.wisconsin.gov/localgov/docs/landuse-hire.pdf).