

## TOWN COUNCIL STAFF REPORT

Subject: The Parcel Pre-Development Planning Efforts

Meeting Date: September 19, 2018

Written by: Grady Dutton, Public Works Director  
Sandra Moberly, Community and Economic Development Director

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### **RECOMMENDATIONS:**

Staff recommends Town Council:

- Receive an update on the Pre-Development Planning Efforts related to The Parcel; and
- Receive an overview of the proposed Public Engagement Program; and
- Direct staff to continue with the process to engage consultants for three (3) areas of initial consulting services for expertise to assist in Pre-development planning efforts for The Parcel, including Real Estate Financial Advisory Services, Affordable Housing Expertise and Land Planning Services; and
- Authorize the Town Manager to execute consulting agreements for the consulting services described in a total initial amount not-to-exceed \$75,000
- Authorize the Town Manager to identify and obtain staff resources as necessary to support and advance the eventual development of The Parcel.
- Receive background information to inform the Pre-Development Planning Process

### **BACKGROUND:**

At the Town Council meeting on August 15, 2018, staff presented an update to the initial development approach for The Parcel. At that meeting, Town Council provided consensus direction for staff to refine the scopes for financial and housing consultants and return to Town Council for further direction. The staff recommendation from the August 15 staff report is included below:

- A. Staff to obtain a proposal for near-term consultant services from Keyser Marston Associates. Proposal to include analysis and initial pro forma for potential development based on current regulating documents. This is intended to serve as a baseline for future comparison with potential development scenario.
- B. Staff to work with available information and industry contacts to prepare an initial set of criteria for a Request for Qualifications process. This is intended to define a future scope of work for a consultant to provide affordable housing expertise.
- C. Staff to work with available resources to explore development programs beyond what is prescribed in the current regulating documents and bring recommendations to Town Council for further direction.
- D. Staff to prepare a preliminary Public Engagement Plan.

Staff has reviewed available information related to the August 15 meeting, including the staff report, presentation, public comments/questions, discussion and direction. Staff has continued to refine the process and has made progress on pre-development planning efforts.

Staff understands and appreciates the effort to develop The Parcel will be quite complex. Staff will continue to encourage participation by a number of stakeholders and the community as a whole. Having said that, staff is also confident the requisite expertise to manage this process currently exists within Town staff. To provide the best opportunity for success additional support resources are necessary.

For a program of this magnitude and importance to the Town, staff would typically recommend an extended workshop format with Town Council to present significant detail about the anticipated process. In that forum, staff would be prepared to respond to all types of questions about the process. However, due to schedule constraints and the need to keep this program moving forward, staff has divided this staff report into two basic sections.

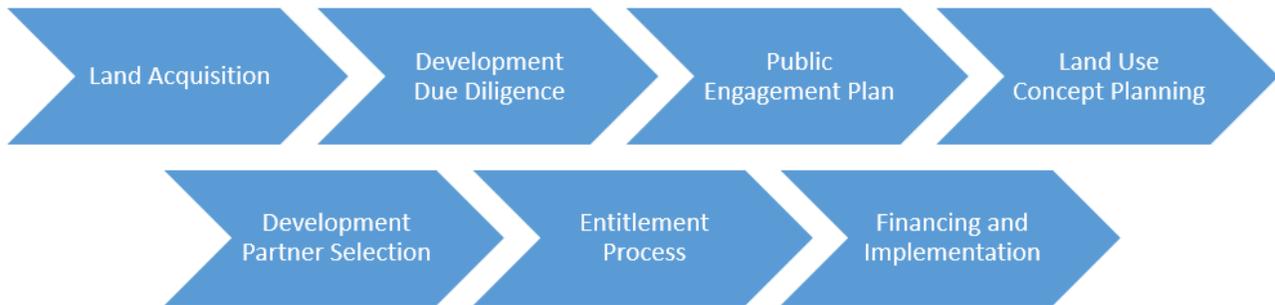
The first section is related to an update based on the staff presentation of August 15 and includes an outline of a public engagement plan and specific recommendations regarding resources needed to keep the process moving. This includes a detailed discussion of each of the consultant and staff needs.

Next, staff has compiled information intended to inform the reader about a number of general topics to assist in reaching a more clear understanding of various aspects of the overall development process. Included is information related to a number of topics, including a summary of a typical development process, general information on roles and responsibilities of staff and consultants, and a quick summary of a typical consultant selection process

Some readers may be quite familiar with several aspects of a development process, while others may not have had the opportunity to be involved in a project to this level of detail. Also included below are reference materials that may provide additional insight. This information is provided in lieu of an extended workshop.

**ANALYSIS/DISCUSSION, Including Updates as Available:**

The PowerPoint presentation of August 15 was organized around a typical development flowchart. The following item titles follow the development flowchart as presented on August 15.



## **Land Acquisition**

No update – complete March 30, 2018

## **Development Due Diligence**

***Staff Resources and Organization*** - At this initial stage of the pre-development planning process, Town staff has established The Parcel Development Team to assist in defining and administering this pre-development planning process. This team is dedicated to ensuring the process moves forward and the project management, financial, planning, and public works needs are met. The Team meets on a weekly basis to discuss progress, update ongoing assignments/tasks, and identify next steps. The Team is staffed by members of the Public Works, Community and Economic Development, and Finance Departments and supported by outside resources such as current consultants and participation by MLH staff.

This project will require a considerable dedication of staff time. Staff are refining the work program for this project and will assess how this effort affects other Town work programs and priorities. It is critical to this effort that the Town Manager be provided the authority to augment staff to ensure an appropriate level of resources is available. This may include one or more additions to staff, either through the typical hiring process or by an annual contract. This need is critical now and will only become more so should development activity in Town accelerate as anticipated.

***Near Term Consultant Assistance*** - Over the course of the project, a number of consultants will be engaged. Some are needed at the outset to assist in project definition and information gathering. Others will not be engaged until much later in the process by an eventual developer or builder, for tasks such as detailed architectural and engineering plan preparation. The timing as to when consultants are engaged, and to what extent, varies from project to project. As we progress, there may also be multiple entities involved in the project. One developer-builder might be best suited for an affordable housing/apartments component while the Town itself might be best suited to design and implement certain public amenities.

A list of consultant needs/outside assistance might include surveyor, civil engineer, soil engineer, cost estimator, financial analysis consultant, planner, architect, landscape architect, sales/marketing consultant, environmental analysis consultant, assistance in market demand studies, and property manager. Some of these consultants will have their own set of sub-consultants such as structural engineers, traffic engineering, biologists, archaeologists, cultural resources, hydrologists, interior designers, acoustical analysts and many others. This is not just typical – it is essential to the success of the project.

The initial group of participants that need to be engaged to ensure the best chance of success includes staff, key agencies, other stakeholders, and core consultant services. Also important is a review of information previously prepared. As an example, staff will be reviewing information related to previous planning efforts on the property, including site planning, housing studies and financial reviews.

A number of consultants and other resources have already been engaged:

- Title Company (pre-purchase Preliminary Title Report)
- Environmental Technical Support to prepare (pre-purchase) Phase One Study
- Surveyor (boundary survey and topographic survey obtained)

- Civil Engineer: Conceptual street layout prepared for conceptual cost estimate preparation only, utilities review and analysis and review of Wetlands Delineation information
- Soils Engineering: Review of available information prepared by others
- Hazard Tree Removal: Underway

Consultant Resources Recommended at this time as part of the core team:

- a. Real Estate Advisory Services: The Team has identified an immediate specific need for real estate financial services, including initial pro forma preparation, general real estate advisory services, and public financing advisory services. Other related tasks that will likely be required in the future include additional financial analysis once planning alternatives are identified and assistance in solicitation and selection of a development partner. This consultant will also provide assistance in final negotiations with a proposed development partner or partners. Staff has the requisite experience and vocabulary to manage the proposed agreement.

A pro forma analysis is a set of calculations that projects the financial return that a proposed development is likely to create. An excellent overview of the use of this tool, titled “Pro-Forma 101: Part 1 – Getting Familiar With a Basic Tool of Real Estate Analysis” is available at: <http://plannersweb.com/2013/12/proforma-101-getting-familiar-with-a-basic-tool-of-real-estate-analysis/>. Staff recommends preparing a pro forma for The Parcel that would allow Council and the public to understand the financial implications of a project built within the current zoning and master plan limitations of the site. The pro forma will allow the Council to consider whether the current zoning and master plan limitations should be changed and, if so, could provide guidance as to potential changes that could be incorporated into the project. The development pro forma is one component of the project analysis, ultimately, the project description will evolve over time through the planning and public engagement process.

Based on a thorough review of the background and experience of each of the five financial consulting firms that the Town has on retainer, and comments received at the last Town Council meeting, staff has obtained a revised specific scope and fee proposal for a defined scope of services from Keyser Marston Associates (KMA). Staff recommends the Town Manager be authorized to accept the scope of services and fee proposal and proceed with that work. The initial recommendation is in the amount of \$25,000. As shown in the attached proposal, this initial work will include assistance in the preparation of one conceptual pro forma analysis and general real estate advisory services on an as-needed basis.

This consultant will be asked to provide proposals to provide additional services throughout several phases in the development process. It is anticipated that KMA will be asked to review development assumptions, conceptual site planning information, bubble diagrams, order-of-magnitude cost estimates and other cost projections. The additional pro forma analyses will be performed at a later date based on visioning and preliminary planning studies.

In addition to this initial technical analysis, it is essential that staff have this consultant on board at the outset to provide general expertise in real estate analysis. There will be questions raised throughout the process and having this expertise available will be essential to moving the project forward.

Anticipated future tasks include assistance in preparing developer selection RFQ/RFP, further financial analysis, identification of funding alternatives and assistance in final development partner negotiations and contracting. Staff will request additional proposals for this additional work when it is required.

- b. Affordable Housing Needs, Housing Development and Grant Funding Consultant Assistance: Town staff requires outside assistance to refine aspects of The Parcel project that relate specifically to opportunities and constraints provided by the development of affordable housing.

In the presentation on May 2, staff spent time describing aspects of the Community Housing Action Plan (CHAP) and how The Parcel development will advance many of the goals therein. Staff has identified a need for consultant assistance in refining how the needs assessment of CHAP can be applied during the development process. Staff recommends Town Council direction to prepare a draft scope of services for use in a Request for Qualifications (RFQ)/Request for Proposals (RFP) process. Once that RFP is prepared and a more defined scope is available, an estimate of costs for those services will be developed.

It is important to note staff does not yet have a complete scope of services for this effort. Staff will draft an initial scope of services and will expect the best qualified consultant to participate in finalizing that scope of work based on available information and discussions with the financial services consultant. Staff will rely on the consultant to ensure no items are missed during the discussions. It will, of course, be up to staff to review all proposals and make a final recommendation. It is important to begin the selection process at this time to ensure the entire team is on board as the next steps in the process take shape. A number of tasks have been identified:

- Comprehensive technical expertise and advice
- Assistance in interpreting needs and priorities
- Inform real estate financial consultant's efforts
- Public engagement and publications
- Identify and monitor grant opportunities – requirements and schedules
- Review of implementation strategy
- Prepare summary of housing type specific financial opportunities

That selected consultant will work closely with Town staff and a real estate advisory services consultant (KMA) to better describe the range of housing opportunities and funding sources that might be pursued. Staff's goal is to keep abreast of all grant and funding opportunities so the Town can take advantage of every reasonable opportunity that might present itself. There will be questions raised throughout the development process and having this consultant on call will meet that need.

- c. Land Planning Consultant Services: Staff has been effective in managing planning consultants in a variety of instances. Staff does not yet have access to consultant assistance to prepare land planning exhibits. There is a need to be able to facilitate the concept planning phase through the use of charrettes and preparation of exhibits in response to the planning and public outreach effort. In addition, having a professional facilitator on the team to assist in the Public Engagement Plan will be critical.

## **Public Engagement Plan**

A draft outline of the Public Engagement Plan has been provided as **Attachment A**. The outline provides a framework and related details on the Team's approach to public engagement. Defined in the outline are proposed internal and external stakeholder groups, an ambassador program, communication tools, and parameters for the strategy for activities, events, and meetings as a part of specific development phases. The Plan outline also proposes that summary reports be published by the Team at the culmination of the public engagement processes for the land use concept planning and entitlement phases. A complete draft of the Public Engagement Plan is being prepared. It is intended that the Public Engagement Plan will be a working document and updated as needed throughout the development process for The Parcel.

One aspect of public engagement is a focus on responding to questions and comments received. Staff has taken this opportunity to prepare preliminary responses to a portion of comments/questions received: Staff will continue to compile comments and questions received and will provide responses where possible. Many questions, of course, will not be able to be completely answered until later in the process, as ideas are proposed, analyzed and brought forward. Staff will be posting information on the dedicated Parcel website over time. Examples of a few of those questions and answers are included herein as **Attachment B**.

### **ADDITIONAL BACKGROUND INFORMATION:**

Staff has compiled information intended to inform the reader about a number of general topics to assist in reaching a more clear understanding of various aspects of the overall development process. Included is information related to a number of topics, including:

1. Typical Pre-Development Planning and Entitlement Process: A typical pre-development planning and entitlement process includes those steps necessary for a project to proceed from preliminary planning to discretionary approval. There are a number of steps that lead up to the formal review and approval process. The formal process begins once a proposal is submitted to the appropriate jurisdiction/regulatory agency. **Attachment C** is a brief outline summary of the pre-development process and is not meant to be a detailed comprehensive review. While this is of course related to our overall flowchart, this attachment is intended to be a one-page summary of a typical process from a regulatory viewpoint.
2. Organizational topics, staffing approach and use of consultants: There are a variety of resources needed to program, plan, process, design, fund, and implement a program such as The Parcel. Roles and responsibilities of the parties involved, especially the role of consultants in that process, must be well-defined. To expand on that issue, it should be noted there are differences between the mechanisms utilized by public agencies in comparison to private firms. There are also significant similarities. **Attachment D** is a brief description of an approach typical of a development process – whether by a private firm or a public agency.

It is critical to note these outside consultants have no authority to make decisions as to the ultimate outcome. They are engaged to perform support tasks as described in a detailed scope of services. Their work product will be closely monitored and reviewed by staff prior to being

made available for general consumption. It is staff's responsibility to ensure the work product is aligned with direction provided by the Town Manager and Town Council.

As described in Attachment D, private development firms typically complete very few technical tasks in house. They rely on a variety of outside consultants to provide the bulk of the analysis for development projects. Public entities also almost exclusively do not have the internal capacity to plan and design large development projects in house. Public agencies have a broad range of needs to address and are better aligned to provide guidance, direction, and oversight rather than technical analysis. Agency staff will review consultant prepared technical documents and make recommendations to the Town Manager and Town Council. Final direction and decisions on funding are ultimately the responsibility of Town Council. Staff relies on experienced staff to manage the resources necessary to complete the program.

3. Consultant Selection Process: The process to engage professionals is typically comprised of a number of steps. An example is attached hereto as **Attachment E**.

### **RECOMMENDATION**

1. Receive an update on the Pre-Development Planning Efforts related to The Parcel; and
2. Receive an overview of the proposed Public Engagement Plan; and
3. Direct staff to continue with the process to engage consultants for three (3) areas of initial consulting services for expertise to assist in Pre-development planning efforts for The Parcel, including:
  - a. Move forward with the attached revised Scope of Service and Fee Proposal from Keyser Marston Associates, for initial real estate financial advisory services;
  - b. Initiate the Request for Qualifications process: Consultant to be selected, for initial Affordable Housing Expertise;
  - c. Initiate the Request for Qualifications process: Consultant to be selected, for initial Land Planning Services; and
4. Authorize the Town Manager to execute consulting agreements for the consulting services described in a total initial amount not-to-exceed \$75,000. It is recommended the agreement with KMA be in a not-to-exceed amount of \$25,000. It is further recommended the Town Manager be authorized to execute, upon recommendation from The Parcel Team, agreements as noted in 3.b and 3.c above in an aggregate amount not-to-exceed \$50,000.
5. Authorize the Town Manager to identify and obtain staff resources as necessary to support and advance the eventual development of The Parcel.
6. Receive background information to inform the Pre-Development Planning Process

### **STAFFING CONSIDERATIONS:**

Staff requirements are being identified. Having said that, while staff does have the requisite experience and vocabulary to manage the program, staff does not currently have adequate support resources to complete this work without re-prioritizing current work programs.

**FINANCIAL CONSIDERATIONS:**

Funds have not been identified to support this high priority effort. Approximately \$24,000 remain in that previous allocation. Staff recommends allocation of a total of \$75,000, including the available \$24,000 and an additional \$51,000. A recommendation for the source of those funds will be in advance of Town Council consideration. The \$51,000 requested funds could be sourced from Housing Reserve fund balance. The Housing Reserve for FY2017-18 is estimated at \$205,000 with \$114,000 being allocated to the Revolving Loan Fund (RLF) by recent Council action. This leaves \$91,000 available for Housing projects. This request will be included in the October 3, 2018, Fund Balance presentation to Council with a formal request to allocate funds.

# Attachment A

## The Parcel Public Engagement Plan – DRAFT OUTLINE

Prepared by: Town of Mammoth Lakes Community and Economic Development Department

### A. Executive Summary

- Summary and overview of Public Engagement Plan.

### B. Introduction

#### THE PARCEL

- Short history and description of The Parcel.

#### THE PARCEL PRE-DEVELOPMENT PLANNING AND DEVELOPMENT PROCESS

- As described in the Town Council staff report dated August 15, 2018:
  - o Land Acquisition → Development Due Diligence → Public Engagement Plan → Land Use Concept Planning → Development Partner Selection → Entitlement Process → Financing and Implementation

#### PURPOSE OF THE PUBLIC ENGAGEMENT PLAN

- Guiding values and principles (i.e. awareness and education, inclusion, bilingual outreach, etc.).
- The purpose is to support the stated values and principles, as described in the Town Council staff report dated August 15, 2018:
  - o Purpose is to promote transparency and inclusivity in the development process, coordinate and organize external messaging and information on the project, gather ideas that might otherwise not emerge, enable creative solutions to overcome project challenges, enhance public support, and inform and educate the community.

#### PROJECT STAKEHOLDERS

##### Internal Stakeholder Groups

- Three formal internal groups to the Town that have the responsibility to facilitate the development process and make informed decisions regarding the development of The Parcel:
  - o The Parcel Development Team
    - The Team is staffed by members of the Public Works, Community and Economic Development, and Finance Departments and supported by consultants and Mammoth Lakes Housing staff.
  - o Planning and Economic Development Commission
  - o Town Council

##### External Project Stakeholders and Ambassador Program

- External stakeholders will be engaged, both formally and informally. Some groups will be contacted for additional input in targeted areas as needed:
  - o Partner organizations and agencies (e.g. Mammoth Lakes Housing, Mono County, Mammoth Lakes Fire Protection District)
  - o Surrounding property owners (e.g. Sierra Valley Sites neighbors and commercial owners)

- Business and commercial development interests (e.g. Chamber of Commerce)
- Other interest groups (e.g. Mammoth Voices, Contractors Association, Board of Realtors)
- Description of the Ambassador Program, assembled and coordinated by the Team. Ambassadors to participate in regular meetings with the Team, serve in an advisory capacity to staff and decision makers, and facilitate informed discussions with external stakeholders.

## C. Communications Strategy and Tools

### COMMUNICATIONS STRATEGY

#### Target Audience

- Description of the target audience (i.e. potential residents, adjacent property owners, external stakeholders) for the communication strategies and outreach events employed as a part of the Public Engagement Plan.

#### Communication Tools

- Comprehensive list of tools to be used on an ongoing basis to communicate with the target audience and the public through the development process and a complete description of each tool, how it will be used and updated, and any other relevant details. Each tool will be available in English and Spanish.
  - Interactive Website
  - Email Distribution List
  - Social Media
  - Electronic and Printed Newsletter
  - Other Media Strategies

## D. Public Engagement Strategy for Activities, Events, and Meetings

### STRATEGY FOR ACTIVITIES, EVENTS, AND MEETINGS

- This strategy is separate from the ongoing communication tools and will inform public outreach events during specific steps in the development process: land use concept planning and entitlement process. To include a description of possible activities, events, and meetings to be organized during these development processes. It is anticipated that Spanish translation services will be used as appropriate.
- Description of Town role in activities and events held by external stakeholders, including an approach for coordination and involvement in these activities.

#### Land Use Concept Planning Activities, Events, and Meetings

- Defined parameters for community feedback and input on the land use concept planning phase (i.e. current needs, preferences, etc.).
- Public outreach events to include workshops, charrettes, open houses, community meetings (in multiple locations), focused employer and employee events, and Planning and Economic Development Commission and Town Council meetings. Schedule to be defined as a part of the concept planning phase.

#### Entitlement Process Activities, Events, and Meetings

- Parameters for public participation defined by land use concept planning phase.

- Public outreach events to include workshops, charrettes, community meetings, formal meetings and public hearings with the Planning and Economic Development Commission and Town Council. Specific activities and schedule to be defined as a part of the entitlement phase.

## E. Public Engagement Summary Reports

- Identifies a goal of producing summary reports for the culmination of public engagement for the land use concept planning and entitlement processes. Summary reports to document participants, stated preferences, priorities, and concerns, and next steps in the development process.

**Attachment B**  
**Preliminary responses to a portion of comments/questions received**  
**As of September 7, 2018**

The following is in no particular priority order, as comments/questions regarding this project have been offered over time from a variety of sources.

1. **Access:** Staff will be reviewing pedestrian, bicycle, parking, transit and vehicular access to and from The Parcel, including the possibility of street alignment/configuration modifications.
2. **Additional property:** It is recognized there are likely properties immediately adjacent to The Parcel or very nearby that, if developed concurrently, could enhance the eventual development.
3. **Future residents:** Staff recognizes there will need to be detailed analysis to identify likely future residents/tenants/buyers and that the development should take into account their needs.
4. **Density:** While a careful review of the possibility of an increase in density will be critical, the resulting project will need to be a livable, sustainable community.
5. **Other uses:** It is recognized there are and will be diverse ideas/opinions as to what other uses might be included, through careful analysis after significant public engagement, staff will be charged with making recommendations to Town Council that provide a balanced development.
6. **MLH Staff involvement:** From the first meeting, The Parcel Team has recognized that this effort will need to identify and utilize whatever resources are available. MLH staff met with Town staff on The Parcel on August 17 and September 6 and had a reasonable discussion of resources, expertise and expectations. Future meetings have been schedule to ensure MLH staff is involved in the process going forward.
7. **Developer pro forma:** A developer will indeed prepare and present their own pro forma. It is critical the Town have their own independent fiscal analysis at all times. Section 6.a of the staff report above includes a link to additional information on the use of pro-formas.
8. **Use of Consultants:** In development projects, outside consultants are utilized. Regardless of the experience of staff (public or private), it is extremely rare to have all professional expertise in house. Projects will need, in no particular order, a variety of consultants including surveyor, civil engineer, soil engineer, traffic engineer, cost estimator, planner, architect, landscape architect, sales/marketing, environmental analysis, assistance in market demand studies.

## **Attachment C**

### **Typical Pre-Development Planning and Entitlement Process**

The previously described flowchart is an overview of a development approach. What follows is a more regulatory view of the process, describing the typical technical steps required:

1. **Land acquisition/due diligence:** A party makes an offer on a property. While in escrow they complete an appropriate level of due diligence to make themselves comfortable with their plan to acquire the property. They enter and close escrow.
2. **Planning:** A party prepares a preliminary plan for the property, considering opportunities and constraints such as land use/zoning and environmental issues, financial considerations, cost estimates, schedules and many other factors.
3. **Optional Pre-submittal Application Review:** Often, an applicant will meet with Town staff (Town Manager, Community and Economic Development, Engineering Staff) to obtain an initial read on possible issues they may need to consider.
4. **Preparation of Application Package:** This may include a variety of documentation, depending on the size and complexity of the project:
  - i. Site Plan
  - ii. Tentative Map
  - iii. Specific or Master Plan
  - iv. General Plan Amendment
  - v. Rezone
  - vi. Variance Request
5. **Application:** Once an applicant formally submits a package, including a deposit for costs associated with the process, the formal process begins.
6. **Initial Completeness Review:** Staff will review a submittal so see that it includes all information necessary to process the project.
7. **Project Review**
8. **CEQA analysis and disclosure documentation**
9. **Discretionary Review**
10. **Planning and Economic Development Commission Approval**
11. **Town Council approval if needed (application type or on appeal).**

For an example of a very detailed flowchart of the process faced by a developer, see the following:  
<https://www.townofmammothlakes.ca.gov/DocumentCenter/View/8600/Developer-Timeline>

For an interesting scholarly article titled “The Real Estate Development Matrix”:  
<https://www.townofmammothlakes.ca.gov/DocumentCenter/View/8599/2012-299The-Real-Estate-Development-Matrix4-21-12>

## **Attachment D**

### **Organizational topics, staffing approach and use of Consultants**

This summary is included to demonstrate a number of similarities between a typical private approach versus a public approach to development, especially pre-development services. The key takeaway should be that specific staff are assigned roles and responsibilities and that use of consultants and contractor is extensive.

Key staff, whether private or public, are typically in a management role. Private developer/builders do include some of that expertise in their day-to-day staffing, but the majority of the technical tasks are carried out by outside parties, with close and careful management by staff. Each private firm will design their staffing and approach to fit their individual needs, depending on a variety of factors. Following is just one example of a private approach to staffing and consultants that work closely together to ensure the best chance of success might include. Public titles of comparable staff are included for reference. This meant to be only a very brief overview/example. Typical titles are shown as Private/Public.

#### **1. V.P. Planning and Engineering / Community Development and Public Works:**

- a. Staff: During the pre-development planning process, provides concepts, priorities, and goals in keeping with overall vision. Analyzes opportunities and constraints, manages consultants and prepares recommendations. Oversees entitlement process, including environmental documentation. During final design and construction, reviews, approves and implements plans and specifications.
- b. Consultant: Detailed review of agency requirements, preparation of opportunities and constraints summary, prepares exhibits and reports in support of project requirements. Prepares plans and specifications. Can assist as necessary with presentations, both materials and actual presentations.

#### **2. V.P. Construction / Public Works, Engineering:**

- a. Staff: Selects general contractor and participates in selection of subcontractors. In many cases, the staff also acts as the general contractor and construction manager. Sets criteria for contractor performance.
- b. Outside/Contractors: Performs day-to-day construction tasks as guided/directed by staff and in accordance with contracts.

#### **3. V.P. Finance / Finance Director:**

- a. Staff: Prepares and continuously updates project pro forma(s). Obtains financing as necessary and manages cash flow.
- b. Consultant/Financial Resources (bank or other form): Monitors/identifies sources of funds and cost of those funds. Keeps close check on industry/financial market rates/trends/forecasts.

#### **4. V.P. Sales and Marketing / Community Development, Housing:**

- a. Staff: Based on available information, prepares conceptual marketing plans and manages sales teams.

- b. **Consultant:** Provides detailed market analysis, assists in projecting/recommending absorption rates, sales prices, industry trends, marketing materials/programs. May identify and manage buyer/renter assistance programs (qualifications, loans, etc.)
- 5. **Upper Management: President/Chief Operating Officer / Town Manager:** Provide leadership and sets goals based on policies set by the Board of Directors. May or may not have other outside advisors.
- 6. **Board of Directors / Town Council:** Sets goals, priorities and criteria. Authorizes use of funds. Provides regular oversight to protect the interests of investors (constituents/community).

**Attachment E**  
**Outline of Consultant Selection Process**

1. **Needs Assessment:** Staff identifies the need to obtain outside assistance based on direction from the Town Manager and a review of in-house capabilities and prepares an outline that includes a preliminary description of what might be required.
2. **Request for Qualifications:** Staff prepares an RFQ that described the types of services that are required, the minimum qualifications necessary to respond, a schedule for the selection process and, generally, the information that will be provided by staff once the task is assigned. Staff solicits interest, distributes/advertises the RFQ, reviews responses and manages the initial selection process to identify the best qualified consultant.
3. **Request for Proposals:** Once the best qualified responder is identified, staff provides a more detailed RFP and meets with the consultant to discuss additional detail related to the proposed work assignment. It is critical to the process that staff relies on the consultant to use their qualifications and experience to prepare a preliminary detailed scope of services. It is staff's responsibility to review that preliminary scope of services in detail to ensure it meets the overall goals set. It is the consultant's responsibility to ensure the scope is complete. Once staff and consultant agree on a preliminary scope of services, the process continues.
4. **Detailed Scope of Services:** The consultant prepares a 'final' detailed scope of services. That will typically include a set of required tasks and optional/alternate tasks for staff consideration.
5. **Fee Proposal:** Once the scope is agreed upon, the consultant provides a fee proposal. Based on the type of services required, that proposal may include Lump Sum tasks, Hourly Not-To-Exceed items and, in some cases, preliminary descriptions and rates for Time and Materials items. Rates for Reimbursable items such as printing and travel costs are also considered at this time.
6. **Final Contract Negotiations:** Staff reviews all available information and enters into final negotiations with the consultant on all items.
7. **Recommendation for award/execution of Contract:** For most contracts, the final contract and proposed fee is then presented to Town Council for consideration and, if approved, authorization for the Town Manager to Execute. Prior to recommendation, Town Attorney review is often requested. Staff does have pre-reviewed standard contracts for typical tasks, but if the scope is more detailed or of a greater amount, additional review is often requested.
8. **Execution of Contract:** Based on Town Council authorization to do so, Town Manager or designee executes the contract.
9. **Notice to Proceed:** After execution, staff schedules the Notice to Proceed with the work.