

Exhibit A: Scope of Work

RACIAL EQUITY, ANTI-DISPLACEMENT POLICIES, AND “MIDDLE HOUSING” UPDATES

PROJECT MANAGEMENT

BDS Planning will manage the project throughout the duration of the process, which includes the all the following.

Project Kick-Off

A project kick-off meeting will include key members of the consulting team and be an opportunity to get acquainted with city staff, review the scope of work, identify critical issues, and establish priorities for the project’s timeline and budget. This will be particularly important to ensure that City staff is well aligned in expectations of the work. In our experience, a focused kick-off meeting among key leaders from the client organization and consulting team can set an effective tone for the whole project, align expectations, and allow us all to “begin with the end in mind.” Key elements of this kick-off meeting will be agreeing on key communities for targeted engagement, phasing of the engagement, general compensation models for community consultants.

Regular Project Planning Check-in

Ashley Fontaine will serve as Project Manager. Regular in person/virtual project management check-ins with City’s project manager and BDS Planning to review project progress, schedules, outstanding tasks, and related issues.

Planning & Coordination Meetings

BDS Planning is committed to bringing this engagement process in on time and on budget with high client satisfaction. Daily time sheets and financial record keeping make this possible and simple. A close working relationship between BDS Planning and the City of Redmond will be supported through regular phone calls, virtual and in-person meetings, and e-mail communication to keep everyone up to speed, avoid misunderstandings, and ensure efficient product delivery.

Deliverables:

- Agendas and meeting summary notes
- Monthly invoices with written progress reports

PHASE I: RESEARCH, REVIEW, AND INFORMATION MATERIAL DEVELOPMENT

1.1 Project Kick-Off

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1.2 Research & Review of Community Needs

Our team recognizes that each place has its own unique housing characteristics and community needs. As we get started working with Redmond, we will take time to understand the local housing context and factors influencing supply of missing middle housing. We will start with material review of the City's recent work on housing policies, including the Tenant Protection Ordinance, Community Strategic Plan Actions related to housing, the draft Housing Action Plan, the Housing Needs Assessment, existing Comprehensive Plan Policies, and other relevant materials as needed. We will also conduct interviews with key staff to understand: (1) any challenges not reflected in the existing planning documents (2) details of existing products and (3) other nuances of the housing economy in Redmond. To understand factors influencing missing middle housing supply and critical population dynamics, we will research and review existing materials to seek responses to questions such as:

- What is the distribution of housing types in Redmond? What type of housing has been built most frequently? Which types of housing are missing?
- Who are the major housing developers in the community? Do they always build the same types of housing?
- Are smaller developers able to develop in the City? Are there barriers, such as permitting costs or timelines, that make small-scale development more difficult?
- Have any "missing middle" housing typologies, been successfully built in Redmond?
- How long does it take to permit different housing types, such as single-family homes, duplexes, townhouses, cottage housing, etc.?
- Does the City have zoning programs aimed at promoting any medium-density housing types?
- Are there zoning regulations or comprehensive plan policies that would prevent development of medium density housing types throughout the City?

1.3 Information Material Development

Equally important is the current and future residents of Redmond who will be seeking housing. In assessing the local housing demand, we will consider, for example:

- What does existing data tell us about Redmond's demographics, and how might the community's housing needs may be changing now or in the future?
- As population grows, how might the demand for rental housing change?
- What types of housing barriers are known to exist in Redmond? Cost? Housing Type? Housing location near services?
- What are the relationships of housing challenges on and in response to critical population dynamics both past and projected?

Deliverables:

- Project Kick Off
- Initial review of Redmond's existing and potential, stakeholders, community-based organizations, commissions, and other partners.
- Gathering, reviewing, and analyzing data, policies, and regulations relevant to "middle housing".

PHASE II: OUTREACH, ENGAGEMENT, AND RACIAL EQUITY LENS

2.1 Outreach - Identifying Community Based Organizations

The *BDS Planning team* suggests a session with a staff project team to align expectations for the engagement and community partnerships. It's crucial to allow for enough time to build appropriate relationships and understanding and this vision should be clear from the City's perspective. Given the scope and timeline of this effort, we recommend partnership with Community Based Organizations to help co-lead in the delivery of the work at hand *and* to model what a long-term community consultant program might look like. Our goal is to ensure that the recommendations out of this initiative have meaningful contribution and buy-in from targeted populations, but it will be of ultimate benefit for the City of Redmond to establish the trust, accountability, and transparency needed to develop a leadership pipeline in community for ongoing collaboration. Getting this right from the start will be crucial in the success of the engagement.

2.2 Recruitment - Contracting with Community Based Organizations

Trusted advocates are those that are embedded in community and recognized as respected leaders. Among many tasks, these CBO's can serve as important connectors to ethnic media, door to door engagement and in convening affinity groups. Recruitment strategies should bear in mind current gaps in engagement, community demographics, and language needs. In Redmond, this will likely mean recruiting consultants in the Asian communities. In addition, City staff should consider other non-demographic needs such as seniors, youth, people with disabilities and unhoused populations.

2.3 Engagement

Following the development of a citywide outreach and engagement framework that can align guiding principles and goals, BDS Planning will prepare a project specific engagement and communications plan. This plan will outline intended public engagement activities, timelines, and specific strategies for reaching target audiences as well as all marketing materials. The BDS Planning team is regularly evaluating our menu of engagement options. We understand that the intent of this outreach is to solicit feedback on current challenges community faces with affordable housing. For this plan we suggest:

- a) *Targeted Affinity Groups and roundtable discussions* – With the client, *BDS Planning* will finalize a plan for targeted outreach.
- b) *One-On-One meetings* – *BDS Planning* strongly recommends a series of one-on-one meetings with key individual, organizational, and development stakeholders. These can
- c) serve as opportunities for dive deeper into feedback that perhaps wasn't shared in other, more public, arenas.
- d) *Surveys* – In partnership with community consultants, the *BDS Planning* team can provide in-language surveys that further collect feedback on challenges that community is experiencing as well as what future investments they prefer.

Our pre-engagement process will be guided by the following:

- Assess what the barriers to engagement might be; address those as directly as possible
- Make sure past engagement has been fully mined in order to pick up where past conversations have left off
- If equitable rebalancing is a concern, collecting enough demographic data or targeting certain segments of the community may be important to framing the engagement and who we talk to.
- Invite stakeholders in with a good understanding of what the time commitment will be.
- Manage expectations as best as possible; be honest with how their input will be used.

During the engagement process we will facilitate conversations on the heels of an appropriate level of education.

- If we are asking for feedback on missing housing typologies or barriers to building affordable housing, it is important to make sure that the group you are conversing with has all the appropriate definitions and context for an empowered and informed conversation.
- In some instances, it may be best for collaboration to be built between City staff and CBOs.
- In others, it might be best for a third-party consultant to take on the facilitation role as the City takes a listening or even note-taking role.

2.4 Affinity Group / Meeting Facilitation

We recommend convening a series of Affinity Group meetings recruited in part by partnership with CBO's and City Staff to collectively discuss and work toward recommendations on the middle housing report. We allocated time for 5 affinity group meetings throughout the project at distinct milestones to weigh all information gathered up to that point and plan for the next steps and milestones. Ishmael Nuñez will lead facilitation as needed and directed by the Client. Our team's consensus-building practice includes clear communication, substantive facilitation, individual engagement, and working consensus toward collaborative action. Our process begins with a candid assessment of the current situation with our client, in which we tailor an approach to arrive at a product that specifically meets our client's objectives. Our tactics vary depending on the circumstances, but we maintain four core consensus-building strengths.

2.5 Racial Equity & Displacement Analysis

Since its inception, *BDS Planning* has been active in advancing diversity, equity, and inclusion by helping organizations create more inclusive and just environments. Through collaboration with established and emerging partners, *BDS Planning* has a comprehensive team with an expansive set of skills, competencies, and approaches to racial equity work. To develop the racial equity report, we envision the need to develop an "agile" race and social equity analysis that can subsequently be applied to the final recommendations and staff report. Working with the input from CBO's and the analysis done by BHC, together these partners will be able to rely on the most up to date information that is Redmond's reality, to inform and design a final racial equity & displacement analysis.

Deliverables:

- Subcontract with Community Based Organizations
- Final Public Engagement Report
- Public Information Materials
- Final Racial Equity Analysis

PHASE III: ANALYSIS & POLICY SYNTHESIS

3.1 Policy & Regulation Development

Our team recognizes the many considerations that make for a successful pathway from rich community feedback to meaningful policy writing. We feel it is important to share goals and expectations from the beginning in order to honor the time commitment community members have made in providing valuable feedback on our project. Following our pre-engagement and ongoing engagement plans, we will synthesize the feedback received to develop the final policy and regulation as follows:

- Debrief with staff about the results of the feedback

- Whether this is notes from a conversation or meeting or the results of a survey, staff generally needs time to hear the results of the feedback and absorb them.
- Initial policy discussions may start to take shape during this phase.
- Additional research may be required in order to best address community concerns. This could look like going back to community for focused conversations to clarify certain points, or this could mean researching similar situations in other cities or contexts.
- Rebalancing
 - If one slice of a community has primarily had the loudest voice, it may be in the project's best interest to be able to prioritize other community voices when selecting issues and feedback for policy influence.
- Collective Review
 - Building collaboration with stakeholders can sometimes look like bringing early drafts back for feedback and review.
 - Allowing the community to assess what the City has captured in policy language can be very powerful, particularly if the project allows for policy edits and adjustments at this stage based on review feedback.

3.2 Public Information Materials

BDS Planning will create print and digital information materials such as posters, brochures, Power-Point presentations based on City guidance. *BDS Planning* is known for its design and communication skills in creating and turning complex language into easily digestible and visually pleasing informational materials for the public.

Deliverables:

- Public Information Materials
- Final Reports
 - Final Public Engagement Report
 - Final Racial Equity Report
 - Final Staff Report on Recommended Changes

Exhibit B and C: Project Schedule and Budget

RACIAL EQUITY, ANTI-DISPLACEMENT POLICIES, AND “MIDDLE HOUSING” UPDATES

BDS Planning will create will complete all tasks and deliverables in time for the City to deliver all final materials to the Washington State Department of Commerce by June 15, 2023. *BDS Planning* can complete the work plan for an estimated budget of approximately \$90,000. The proposed plan includes approximately \$10,000 of contingency funds and \$20,000 for Community-Based Organization Payment. These components result in a grand total budget not to exceed \$120,000.

DIRECT & RESERVE EXPENSES

Contingency Funds

The City of Redmond will withhold \$10,000 of the total consulting budget (\$100,000) as a contingency reserve. Use of these contingency dollars shall be agreed upon by agreement between Redmond staff project manager and the consulting team Director.

Community Based Organization Payment

As part of this contract, the City of Redmond, in addition to the \$100,000 consulting budget, will allocate \$20,000 in funds for payment of community-based organizations (CBOs), selected upon direction of the City of Redmond and in support of this project. *BDS Planning* will only use this additional \$20,000 for subcontracting with and paying identified CBOs.

WORKING DRAFT BUDGET

Task	Approximate Budget
Project Management	\$21,000
Task 1. Research, Review & Informational Material Development	\$9,000
Task 2. Outreach, Engagement & Racial Equity	\$26,000
Task 3. Analysis & Policy Synthesis	\$9,000
Deliverables	\$25,000
Contingency	\$10,000
Community-Based Organizations	\$20,000
TOTAL	\$120,000

WORKING DRAFT SCHEDULE

CITY OF REDMOND
 RACIAL EQUITY, ANTI-DISPLACEMENT POLICIES, AND "MIDDLE HOUSING" UPDATES



		RESEARCH & INFORMATION MATERIAL DEVELOPMENT		OUTREACH, ENGAGEMENT, & RACIAL EQUITY FRAMEWORK			ANALYSIS & POLICY SYNTHESIS		
		NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
DELIVERABLES	PUBLIC ENGAGEMENT	<ul style="list-style-type: none"> Initial Engagement Review CBO Identification & Recruitment 	<ul style="list-style-type: none"> CBO Subcontracts 	<ul style="list-style-type: none"> Staff + Admin Survey Interviews 	<ul style="list-style-type: none"> Affinity Group Meeting #1 Affinity Group Meeting #2 	<ul style="list-style-type: none"> Affinity Group Meeting #3 	<ul style="list-style-type: none"> Affinity Group Meeting #4 Affinity Group Meeting #5 		
	POLICY & REVIEW	<ul style="list-style-type: none"> Initial Policy, Data & Regulation Analysis 							
	RACIAL EQUITY ANALYSIS	<ul style="list-style-type: none"> Initial Racial Equity Review 		<ul style="list-style-type: none"> Policy & Regulation Development 				<ul style="list-style-type: none"> CBO Synthesis Meeting 	
	DELIVERABLES	<ul style="list-style-type: none"> Kick-Off Meeting 	<ul style="list-style-type: none"> Coordination Meeting #1 		<ul style="list-style-type: none"> Coordination Meeting #2 		<ul style="list-style-type: none"> Coordination Meeting #3 Final Policies 	<ul style="list-style-type: none"> Final Public Engagement Report Public Informational Materials Final Racial Equity Report 	<ul style="list-style-type: none"> Final Staff Report on Recommended Changes
PROJECT MANAGEMENT		<ul style="list-style-type: none"> Weekly Engagement Bi-Weekly Client Check In Weekly Team Meeting Debrief Logistics Scheduling Monthly Invoices Progress Report Summary 							