

Example Scope of Work

Homes for a Changing Region

The following is a proposed outline of the steps to complete a *Homes for a Changing Region* planning project with the communities of Municipality 1, Municipality 2, Municipality 3, and Municipality 4 as part of the Chicago Metropolitan Planning Agency's (CMAP) Local Technical Assistance program. CMAP staff will work closely with the four communities to undertake the assignment. CMAP staff will work in partnership with the Metropolitan Mayors Caucus (MMC) and the Metropolitan Planning Council (MPC) to deliver a housing policy plan and all relevant information associated therewith to the four communities.

Project Team

CMAP's primary role on the project will be to provide all relevant data and technical analysis. CMAP will also provide policy development, project management, logistical, and outreach support wherever necessary.

MMC's role will be that of overall project coordination, policy development, mayoral outreach, and logistical support.

MPC will play an overall advisory role and provide mayoral outreach, communications messaging, and policy development support.

Advisory Committee

The CMAP Housing committee will play the role of the advisory committee. This will consist of receiving briefs and periodically providing input to the project.

Municipal Roles

As an interjurisdictional project, actions are required by Municipality 1, Municipality 2, Municipality 3, and Municipality 4 both individually and together. The following subsections outline the work needed to undertake a project with this dual nature.

Project Steering Committee

To formalize the interjurisdictional aspects of this project, each municipality must assign one staff member and one elected official to sit on a project steering committee. The assigned staff member must be the municipality's key staff contact for the project, whereas the assigned elected official should be either the mayor (preferably), village president, or an engaged trustee. The role of the Project Steering Committee will be to vet subregional data analysis and inform any changes to the housing cost model. The Project Steering Committee will also inform, vet, and approve the subregional analysis and policy recommendations (the plan).

Because approval of the subregional analysis and policy development recommendations require agreement by the leadership of each community, key staff contacts must have the ability to seek and receive feedback from municipal leadership, including elected officials, on all topics as the project progresses. Staff representatives will be expected to meet together no more frequently than on a monthly basis. Elected

representatives will be expected to meet together no more frequently than on a quarterly basis (every three months) for the purposes of final review and approval of subregional analysis and recommendations.

Collaborative Project Coordinator

A representative of Municipality 1 shall operate as the project coordinator; ideally this person will also be that municipality's key staff contact. This position requires the ability to understand the issues of all four towns. The coordinator will be responsible for facilitating the receipt of feedback on project deliverables from the municipalities. They will also provide logistical support for meetings of the Project Steering Committee or any subregional workshops. Finally, the coordinator will play a coordinating, consensus-building, and advisory role on the development of subregional recommendations.

Key Municipal Staff Contact

The *Homes for a Changing Region* methodology places the highest value on the expertise and experience of municipal officials and staff. Therefore, we expect that the representatives of Municipality 1, Municipality 2, Municipality 3, and Municipality 4 will participate as partners in the project. The Project Team will work with municipalities to encourage mayors, elected boards, or councils and key staff to participate in meetings designed to solicit input and feedback at several project benchmarks. Each municipality must assign one key staff contact to be the primary contact for the project. As noted before, this person should be the municipal representative on the Project Steering Committee. This key staff contact will be responsible for the following:

- Providing CMAP with the following data in an electronic format: zoning code and map (shapefile); comprehensive plan and associated maps (shapefiles); any relevant subarea plans and associated maps (shapefiles); environmental features maps (shapefiles); and sidewalk or bike lane maps (shapefiles).
- Coordinating with the Project Team on outreach for the workshop, including conducting outreach to realtors, developers, chambers of commerce, clubs (Lions, Rotary, League of Women Voters, etc.), religious groups, or other key community organizations (schools, veterans, COG, etc.);
- Serving as liaison between the Project Team and municipal elected officials. As part of this role, contacts are expected to update elected officials as necessary, help the Project Team understand local housing issues, and coordinate timely document review by appropriate elected officials.
- Working with municipal staff to ensure that at least one elected official (ideally the mayor or president, but could also be a trustee or council member) and one high level administrative staff member (manager, administrator, chief of staff, or other executive level staff member) is present at meetings with the Project Team that require feedback on data analysis, draft policy recommendations, or plans; and
- Collecting, assembling, and delivering feedback to the Project Team on all draft and interim deliverables within two weeks of receipt.

Timeline

The following scope of work is designed to be completed in 12 months. Inherent in this timeline are the following assumptions: 1) the project will make use of readily available data, 2) the Project Team will prioritize items as scoped herein before conducting additional work, and 3) the Project Team and the communities will schedule all meetings necessary to collect all input within the allotted timeline.

Scope of Work

Task 1: Current and future housing analysis for Municipality 1, Municipality 2, Municipality 3, and Municipality 4 (the four municipalities) individually and in the aggregate.

CMAP will conduct a full-spectrum analysis of the current and future housing needs for the four municipalities along with an analysis at the subregional level.

Task 1.1: Gather data

As a data driven project, kick-off will focus on data gathering by CMAP and each municipality.

CMAP will get data from multiple sources, including the Census and American Community Survey, ESRI and other proprietary data, County data, and regional data from CMAP. This data will include:

- Population (existing and trends)
- Racial and ethnic make-up
- Household income
- Housing value
- Tenure (rental vs. owner)
- Household size
- Units in structure
- Year built
- Affordability for rental and owner-occupied housing

We will use these data sources to describe the significant characteristics of the local housing markets, including supply, demand, condition, and the cost of housing.

Each community must supply CMAP with the following local data sources (if applicable):

- Zoning ordinance (link to location on a website or other electronic format);
- Zoning map, ideally as a shapefile (.shp, a common format used in GIS mapping software), though we can use CAD files (.dgn, for example), preferably converted to a geo-referenced shapefile before submission;
- Current Comprehensive Plan (link to location on a website or other electronic format);
- Current Comprehensive Plan maps (as a shapefile or geo-referenced CAD file);
- Any recent subarea plans (link to location on a website or other electronic format);
- Environmental features maps (as a shapefile or geo-referenced CAD file); and
- Sidewalk or bike lane maps (as a shapefile or geo-referenced CAD file).

We will use these data sources to conduct the capacity analysis, better understand each community, and ensure that our recommendations build on previous efforts where applicable.

MEETING 1: 90 minute project kickoff with municipal representatives; 90 minute tour of each municipality accompanied by municipal staff (same day).

Task 1.2: Analyze current housing and demography

CMAP will use the data gathered in Task 1.1 to establish the existing conditions for housing in each of the four municipalities. We will identify matches and mismatches between each community's existing housing stock and current needs:

Housing affordability – analysis of current owner and rental households based on the definition of affordable housing costing less than 30% of gross household income. Severely cost burdened can be defined as housing cost in excess of 50% of gross household income.

Task 1.3: Analyze capacity for new housing and compare with regional forecasts for population and employment

CMAP will use the municipal data gathered in Task 1.1, using Geographic Information Systems (GIS), to identify the amount of housing potential by assessing the capacity of zoning in each of the four communities. This analysis is conducted through a multi-step process. Land identified as residential, commercial, or office is assumed to have some redevelopment potential. Then, estimates for future housing are created by assuming densities by zone. These calculations result in a capacity estimate for each zone on vacant and developed land. CMAP will then compare each municipality's capacity for additional development with its GO TO 2040 forecast for household growth through the year 2040.

MEETING 2: Present full data analysis to municipal boards/councils for discussion and feedback**Deliverables:**

- Data library
- PowerPoint presentation of current housing conditions, capacity analysis, workforce housing analysis, future balanced housing analysis, and carbon footprint analysis for four municipalities and the subregion.

Task 2: Conduct Public Workshops in the four municipalities

The Project Team's experience has taught us that great ideas and solid credentials are not enough to secure a community's support. The public must have a chance to assess and understand their options, communicate their preferences, and see those preferences reflected in housing plans.

There are various methods for capturing the general public's best ideas through simulated decision making activities in a workshop format such as using instant polling and exercises that ask participants to make important trade-off decisions. The Project Team will provide a public workshop that utilizes the results of our housing research, and gives each community's citizens an opportunity to give critical feedback in an engaging and dynamic setting.

Each key staff contact will provide CMAP with email, mailing, and telephone contact information for important organizations and stakeholders within his or her municipality for outreach purposes. CMAP will supplement municipally generated contacts with established CMAP contacts in the municipality. At a minimum, CMAP asks that municipal contacts provide contacts for the following local entities, as appropriate.

- Realtors
- Developers
- Chambers of Commerce
- Clubs
 - League of Women Voters
 - Lions Club
 - Rotary Club
- Churches/Religious Institutions
- Other key local community organizations
- Local schools
- Veterans groups
- SSMMA

CMAP outreach staff will develop print and digital communications materials (posters and flyers) for use in publicizing each workshop. While CMAP staff will conduct some email and telephone outreach, each key staff contact will be responsible for conducting the majority of the outreach to local organizations, including distributing flyers to prominent locations.

CMAP, MPC, and MMC will staff the workshops with support from each key staff contact. Each key staff contact will attend and help facilitate (if necessary) the public workshop held in his or her municipality. Each key staff contact will also send one additional municipal staff member or volunteer to assist at the workshop. Each key staff contact will be responsible for ordering light refreshments to be provided at his or her municipality's public workshop. MMC will reimburse the expense for providing refreshments. CMAP will create all meeting materials. Key staff contacts will be responsible for reviewing and approving these materials.

MEETING 3: Public workshops for each municipality

Deliverable:

- Materials and staffing for one workshop in each of the four project communities

Task 3: Develop Policy Recommendations

In this task, the Project Team will create municipal and subregional policy recommendations.

Task 3.1: Subregional Analysis and Recommendations

The Project Team will look at the housing trends and projections for the subregion along with the local needs discussed in previous meetings to identify common housing issues and policy recommendations on which the four

communities can work together. This work will be drafted into a draft subregional report for inclusion in the final document.

MEETING 4: Present draft subregional analysis and recommendations to the Project Steering Committee for review and comment.

MEETING 5: Present draft subregional analysis and recommendations to the Project Steering Committee, inclusive of one elected official (ideally the mayor or president, but could also be a trustee or council member) and one high level administrative staff member (manager, administrator, chief of staff, or other executive level staff member), for review and comment.

Task 3.2: Municipal Recommendations

The Project Team will look at the housing trends and capacity for each municipality to determine its primary needs. We will also use the results of the public workshops to guide policy recommendations that will help each municipality meet their goals and achieve a strong housing future. We will also identify targeted goals that can be used to determine a community's future progress in implementing the plan. This analysis will be synthesized into a draft recommendations memo which will be circulated 1) to each key staff contact and 2) to senior staff and elected officials for review, comment, and revision.

OPTIONAL MEETING 6: Each municipality may choose to have one presentation of the draft municipal recommendations to the board/council.

Deliverable:

- Finalized draft subregional report for inclusion in the final document
- A memo for each municipality outlining proposed recommendations

Task 4: Create 2D Visualizations

While the plan itself focuses on housing policy recommendations that meet the market demand for housing across the income spectrum, visualizations illustrate some of those recommendations as they might be applied to a development. Visualizations are not site plans and the project team will carefully make this differentiation throughout the process. Municipal representatives are asked to do the same, especially when performing outreach tasks to increase attendance at public workshops.

MMC will contract with a vendor to use 2D photorealistic visualization techniques to illustrate the potential look and feel of each community's policies for a smaller focus area within each community.

Deliverables:

- 2D visualizations illustrating the potential implementation of the strategies

Task 5: Create Final Policy Plan and Presentation

The Project Team will compile the work into a final easy-to-read and graphically rich report.

MEETING 7: Present final analysis and final recommendations to mayors(as a group) and boards/councils individually.

Deliverables:

- PowerPoint presentation summarizing policy plans, recommendations, and visualizations
- Draft policy plan document
- Final policy plan document

TIMELINE

	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan
Task 1: Current and Future Housing Analysis for four communities and the subregion												
Task 2: Conduct Public Workshops												
Task 3: Develop Policy Recommendations												
Task 4: Visualizations												
Task 5: Create Final Policy Plan and Presentation												