



**BOARD OF COUNTY  
COMMISSIONERS**



**TOWN COUNCIL**

## **JOINT INFORMATION MEETING AGENDA DOCUMENTATION**

**PREPARATION DATE:** March 29, 2017  
**MEETING DATE:** April 3, 2017

**SUBMITTING DEPARTMENT:** Planning/Housing  
**DEPARTMENT DIRECTOR:** Tyler Sinclair/April Norton  
**PRESENTER:** Alex Norton

**SUBJECT:** Public Engagement Coordinator Selection

### STATEMENT/PURPOSE

Select a Public Engagement Coordinator to ensure the necessary public engagement happens for following 5 concurrent projects:

- District 3-6 Zoning Updates
- Town Phase 1 Parking Study
- Housing Requirement LDRs Update
- Housing Department Rules and Regulations Update
- Natural Resource LDRs Update

### BACKGROUND

At the February 6, 2017 JIM Council and the Board directed staff to release an RFQ for a public engagement coordinator. The RFQ was released and reviewed on the following schedule.

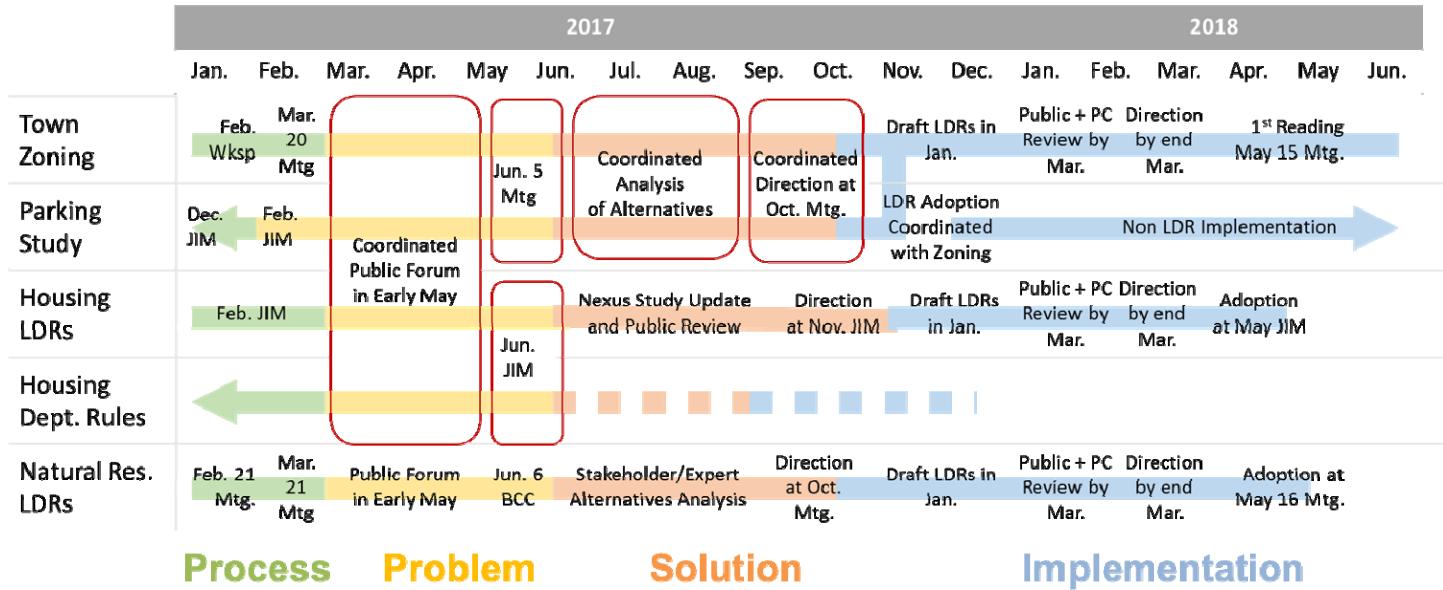
- February 21, 2017: RFQ released
- March 14, 2017: Submittal due date
- March 30, 2017: Recommendation by Selection Committee
- April 3, 2017: Selection Committee Recommendation presented to Council and the Board
- April 17, 2017: Contract Awarded by Town Council

The RFQ sought a qualified professional for the provision of the following services across all 5 of the projects.

- Combination of public engagement across multiple projects wherever appropriate to make more efficient use of the public's time.
- Overall process schedule management in coordination with the individual project managers.
- Review of public engagement content to ensure the right questions are being asked the right way to achieve the desired outcomes of the public engagement. (Project content will be the responsibility of each project manager)

- Direction on the appropriate workshop/meeting/open house events to achieve project goals.
- Direction on appropriate website and online forum approach for each project.
- Direction on the approach to social media and other platforms for providing public engagement for each project.

The draft coordination schedule for the 5 projects that was approved at the February 6 JIM is below. This draft schedule was included in the RFQ as basis for proposals.



## ALTERNATIVES

The 11 responses to the RFQ that were submitted were reviewed by the selection committee made up of each of the 5 project managers (Stacy Stoker, Housing Manager, Paul Anthony, Town Principal Planner, Bob Nevins, Town Senior Planner, Roby Hurley, County Principal Planner, Alex Norton, Town/County Long-Range Planner) as well as Tyler Sinclair, Jackson/Teton County Planning Director. Review was based on the below weighted criteria, which were established in the RFQ.

Criteria	Rating	Weight	Score
1. Submittal Format		1	
2. Service Approach		10	
3. Fee Schedule		5	
4. Experience and Innovation		5	
5. Personnel and Staffing Plan		5	
Total Score			
Rating System: 10 – Excellent; 5 – Satisfactory; 0 – Unsatisfactory			

After initial review of proposals, the selection committee identified 4 firms to interview in more detail.

- Ayres Associates
- Consensus Building Institute (CBI)
- Frederick Mountain Group
- Peak Facilitation Group

Carl Pelletier, Town PIO and Regan Kohlhart, Jackson/Teton County Associate Long-Range Planner sat in on the interviews with the selection committee to provide perspective from outside of each project that was more

attuned to public engagement. Following the interviews and conversation with references, the selection committee determined that Peak Facilitation Group had demonstrated the best combination of:

- Process development and facilitation,
- Public outreach and engagement,
- Multi-project coordination, and
- Budget

## ATTACHMENTS

- RFQ
- (Proposals are available for Council and Board review upon request)

## FISCAL IMPACT

In conversation with Peak Facilitation Group the public coordination sought by the Town and County can be provided for \$75,000. This amount is at the low end of the range estimated by staff at the February 6 JIM. The \$75,000 would be spread over this fiscal year and next fiscal year and would not require any budget amendment this year. The amount that would be needed next fiscal year is included in Town and County Planning Department budget requests.

Staff recommends that the final contract be split 60% Town, 40% County because the majority of the 5 projects are Town focused. As a result of the Town focus, the contract will be with the Town of Jackson and Teton County will reimburse its portion of the expense to the Town. Proposed Town and County Planning Department budgets are prepared anticipating Town will pay the contract in full, then be reimbursed 40% by the County.

## STAFF IMPACT

Jackson/Teton County Long-Range Planner Alex Norton will manage the consultant, and Associate Long-Range Planner Regan Kohlhardt will provide local support to the consultant. Town Planning Department staff will administer the contract and billing. In sum staff estimates that public engagement coordination will require about 500 hours (1/4 FTE) of staff time.

By coordinating public engagement efforts, staff believes the staff impact will be shifted to the Long-Range Planning division from the 5 project managers. This will increase the capacity of the project managers and take advantage of the Long-Range Planning division resources and expertise. Staff believes that coordinated process and a single outreach consultant has the potential to reduce overall staff impact related to public engagement and outreach.

## LEGAL REVIEW

Not provided to Town or County Attorney at this time. The Town Attorney will review the contract prior to its consideration at the April 17, 2017 Town Council meeting.

## RECOMMENDATION

Staff recommends that the Council and Board select Peak Facilitation Group as the Public Engagement Coordinator for the District 3-6 Zoning Updates, Town Phase 1 Parking Study, Housing Requirement LDRs Update, Housing Department Rules and Regulations Update, and Natural Resource LDRs Update.

## SUGGESTED MOTION

I move to approve the selection of Peak Facilitation Group as the Public Engagement Coordinator for the District 3-6 Zoning Updates, Town Phase 1 Parking Study, Housing Requirement LDRs Update, Housing Department Rules and Regulations Update, and Natural Resource LDRs Update and direct staff to negotiate a contract not to exceed \$75,000, for the review and approval by the Town Attorney and consideration of the Jackson Town Council.

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### Synopsis for PowerPoint (120 words max):

#### Purpose:

Consider Peak Facilitation Group to provide public engagement coordination for:

- District 3-6 Zoning Updates
- Town Phase 1 Parking Study
- Housing Requirement LDRs Update
- Housing Department Rules and Regulations Update
- Natural Resource LDRs Update

#### Background:

- 2/6/17: Council and the Board direct release of RFQ
- 2/21/17: RFQ released
- 3/14/17: 11 submittals received
- 4/17/17: Contract to be Awarded by Town Council

#### Fiscal Impact:

Not to Exceed \$75,000

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**REQUEST FOR QUALIFICATIONS**

**PUBLIC ENGAGEMENT COORDINATOR**

for

**Town Zoning Updates,**  
**Town Parking Study,**  
**Natural Resource Protection Regulations Update,**  
**Housing Demand Mitigation Requirements Update,**  
**Housing Rules and Regulations Update**

**TOWN OF JACKSON and TETON COUNTY, WYOMING**



February 21, 2017

## SECTION ONE: INTRODUCTION

### **1.1. Purpose**

The Town of Jackson and Teton County intend to enter into a contract with a consultant who will provide services that unite and/or coordinate the public engagement requirements of 5 different regulation update projects. The 5 projects are all related to varying degrees, but will have separate project managers and unique content experts. The purpose of hiring a single public engagement coordinator is to ensure the necessary public engagement happens for each project so that all projects are complete by July 2018; and to be respectful of the public's time by coordinating engagement and information release across all projects.

### **1.2. Need**

The consultant needs to have skills in:

- Designing a decision making process
- Planning public participation
- Meeting facilitation
- Workshop planning and design
- Public outreach across all media platforms

The consultant would benefit from knowledge of:

- Comprehensive planning or at least one of the specific project subjects

### **1.3 Available Local Resources**

Personnel/Facilities:

- Staff – the Jackson/Teton County Associate Long-Range Planner will be available for about 10 hours a week to help review, format, post, and otherwise distribute public outreach at the direction of the consultant. She will also be the local contact for coordinating with the project manager for each project. There is no fee for staff support.
- Jackson Hole Public Art – is a non-profit community organization that has a mobile design studio and also offers public engagement planning. There is a fee for use of the studio or their services. [www.jhpublicart.org](http://www.jhpublicart.org)

Policy Guidance and Relevant Regulations: (all can be found at [www.jacksonetonplan.com](http://www.jacksonetonplan.com))

- Jackson/Teton County Comprehensive Plan
- Jackson/Teton County Integrated Transportation Plan
- Jackson/Teton County Housing Action Plan
- Town of Jackson Land Development Regulations
- Teton County Land Development Regulations
- Jackson/Teton County Housing Authority Rules and Regulations (fka TCHA Guidelines)

### **1.4 Background**

Jackson is the sole municipality within Teton County, Wyoming, a resort community at the gateway to Grand Teton and Yellowstone National Parks. The Jackson/Teton County community has a joint Comprehensive Plan and jointly plans much of its land use, transportation, and housing policy. Each year the community prioritizes the policy and regulation updates it will pursue. The community's current priority is to complete the following 5 projects by July 2018.

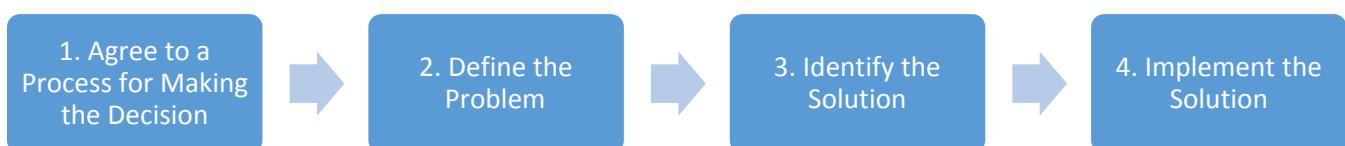
- *Update Town Zoning (outside the Downtown)*. The purpose of this project is to update zoning in the residential and highway-commercial areas of Town to reflect the desired future character described in the 2012 Comprehensive Plan.
- *Town Parking Study (outside the Downtown)*. The purpose of this project is to evaluate parking alternatives that enable the desired intensity of land use and transit described in the Comprehensive Plan and 2015 Integrated Transportation Plan.
- *Natural Resource Protection Regulations Update*. The purpose of this project is to update the environmental assessment process and regulations for protection of wildlife habitat and other natural resources in the community.
- *Housing Demand Mitigation Requirements Update*. The purpose of this project is to update the community's requirements that new development provide affordable housing to mitigate the need for such housing generated by the development. The policy basis for these regulations needs to be updated to reflect the Comprehensive Plan and 2015 Housing Action Plan; as does the data justifying the requirements.
- *Housing Rules and Regulations Update*. The purpose of this project is to update the rules and regulations that govern the design, occupancy, and transfer of deed restricted housing units managed by the Jackson/Teton County Housing Department.

While many communities update their Land Development Regulations through a single, large effort following adoption of a new Comprehensive Plan, Jackson and Teton County have had no success with such an approach. Instead, the Jackson and Teton County Land Development Regulations are being updated through a series of topic specific projects. This approach has successfully allowed for topic specific content expertise. However, the community has struggled to maintain quality public engagement and continuity of processes while working on parallel projects.

As a result of past projects the community has identified the following attributes as crucial to a successful process.

- Shared commitment among decision makers and stakeholders to the process
- Shared commitment among decision makers and stakeholders regarding the desired outcomes
- Decision maker and stakeholder engagement from beginning to end
- No delays between phases that require resetting the process
- Adoption hearings are the culmination of the process that build on earlier phases

Therefore, the Town and County have determined that the way to complete the 5 priority projects listed above by July 2018 is to coordinate public engagement with a focus on achieving the above attributes of success for each project. Jackson and Teton County break each project into 4 phases.



The Town and County's goal for public engagement and process coordination is that for each project the full spectrum of stakeholder opinion is engaged in Phases 2 and 3 so that the drafting and adoption of the updated regulations (Phase 4) is truly an implementation effort. This represents a culture shift from how these types of projects have been done in the past. Past projects have included quality public engagement in Phases 2 and 3, but final decisions have reflected primarily the last and/or loudest comments made in Phase 4, many of which were never voiced in earlier phases.

The purpose of coordinating outreach among all 5 projects is to combine engagement events where appropriate to make more efficient use of the public time, and to ensure at all times that the processes of the 5 projects are coordinated so that the process goals for each project are achieved.

## **SECTION TWO: DESCRIPTION OF REQUIRED SERVICES**

### **2.1 Required Services**

The Town of Jackson and Teton County are seeking a qualified professional for the provision of the following services across all 5 of the projects described in *Section 1.4, Background*.

- Combination of public engagement across multiple projects wherever appropriate to make more efficient use of the public's time.
- Overall process schedule management in coordination with the individual project managers.
- Review of public engagement content to ensure the right questions are being asked the right way to achieve the desired outcomes of the public engagement. (Project content will be the responsibility of each project manager)
- Direction on the appropriate workshop/meeting/open house events to achieve project goals.
- Direction on appropriate website and online forum approach for each project. (If online forum is recommended, design of forum should be included in *Section 3.1.2, Approach to Service Provision*)
- Direction on the approach to social media and other platforms for providing public engagement for each project.

### **2.2 Schedule**

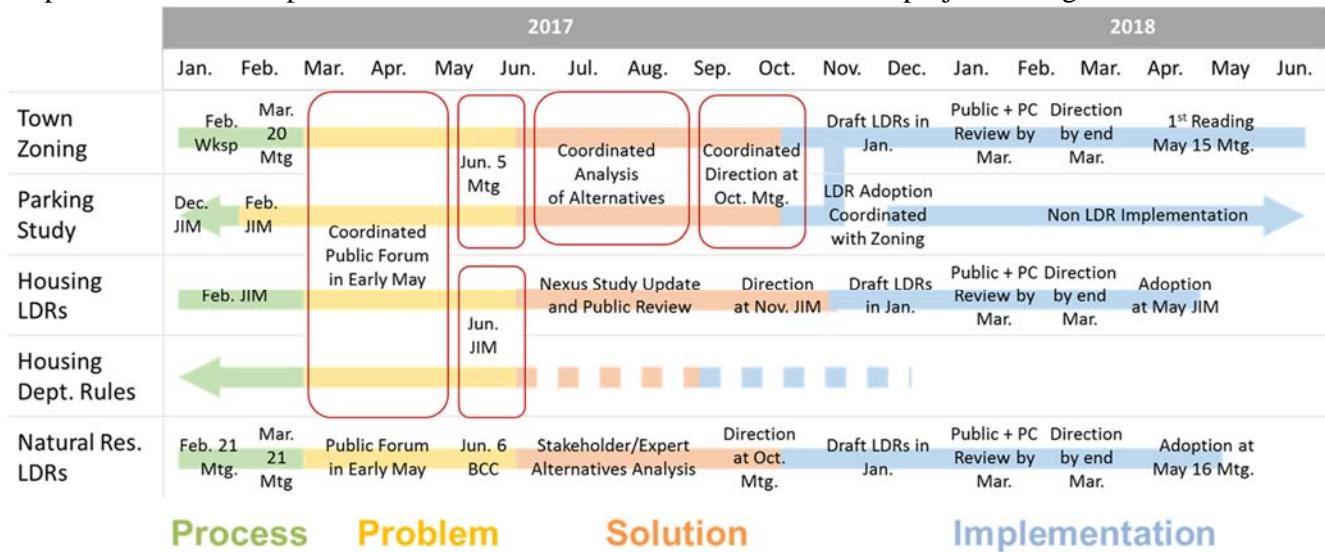
Specific schedules will be developed in coordination with individual project managers. However there are basic deadlines that apply to all 5 projects. The deadlines relate to the project phases discussed in *Section 1.4, Background*.

- By mid-June 2017 the decision makers for each project shall have agreed to a defined scope of issues/problems that will be the focus of the project. (Phase 2) Where appropriate, this scope definition should be combined for multiple projects.
- By mid-December 2017 the decision makers for each project shall have agreed to direction on each of the issues/problems. (Phase 3) Where appropriate direction for multiple projects should be combined.
- By end-June 2018 the decision makers for each project shall have adopted each project. (Phase 4) Where appropriate, adoption of multiple projects should be combined.

### **2.3 Draft Scope of Services**

The below chart is a draft of how the required services might be provided. It is included in this request to give responders an idea of the coordination the community desires and the scope of the engagement expected. Approaches to service provision (Section 3.1.2) should be based on this draft, but are encouraged to include

recommended improvements. The Town and County are aware that a fully defined scope of services cannot be provided without input from the selected consultant and each of the 5 project managers.



### **SECTION THREE: SUBMITTAL CONTENT / QUALIFICATIONS**

### **3.1 Submittal Qualifications**

Consortiums, joint ventures, or teams submitting offers will not be considered responsive unless it is established that contractual responsibility rests solely with one individual, firm, or corporation. The Town of Jackson will contract with one Entity only in conjunction with the services solicited in this Request for Qualifications (RFQ).

### **3.1 Submittal Content**

Consultants shall adhere to the following format and content in their submittal:

- 1. Identification of the Submitting Entity.** State the name of the firm, mailing address, telephone number, email address, and individual authorized to negotiate on behalf of the firm. (1 page maximum)
- 2. Approach to Service Provision.** Describe, based on the team's experience, a detailed approach to providing the required services based on *Section 2.3, Draft Scope of Services*. Include a fee for each service and the overall approach. The approach to service provision is not a firm proposal, it is intended to illustrate the consultant's public engagement skills and approach and the scale of the services being requested. The actual scope of services will be negotiated following award of the contract with input from the 5 project managers.
- 3. Service Fee Schedule.** Describe in detail, and as discrete services, the services offered in *Section 3.1.2, Approach to Service Provision* and the fee for each service. The contract will set the fee schedule for each service for the duration of the contract as well as a not-to-exceed amount. The scope of services within that contract will be negotiated as the process evolves to meet the needs of the 5 project managers.

4. **Experience.** Provide specific and detailed examples of direct experience with projects requiring multi-faceted public engagement, coordination of multiple decision making processes, public outreach and education, alternative scenario planning, and adoption of regulation revisions to implement policy direction. (5 pages maximum)
5. **Innovation.** Identify and describe in detail experience with innovative public engagement methods such as web-based alternatives analysis, social media forums for public discussion, and mobile design studios for pop-up public workshops. Identify and describe in detail experience with other innovative techniques that may be useful in public engagement (must be included in the proposed Approach to Service Provision).
6. **Personnel and Staffing Plan.** Identify and provide resumes for all personnel who will have responsibility for performing the approach to service provision. Indicate the level of effort each staff person shall have in providing each service. Indicate the organization of the proposed team, specifically identifying the proposed Project Manager. Explain how the team will be organized to ensure adequate communication and performance among the personnel/firms in the team arrangement. Provide a brief overview of the firm's qualifications to undertake this assignment. The Town and County are expressly interested in the firm's experience and qualifications of providing professional services for this specific project. Lengthy explanations of completed, yet unrelated, projects will not be considered. (10 pages maximum)
7. **References.** Provide a list of current and past clients for which your firm has performed work of a similar nature. For each reference, include a contact name, phone number and address. Briefly describe the work performed for each reference. Include a minimum of three references and no more than five.

### **3.2 Submittal Deadline**

Each consultant shall submit one (1) printed copy of the complete submittal and one (1) electronic copy in a PDF-format. All submittals must be received by the Town of Jackson Planning & Building Department by 4:00 P.M. MST, Tuesday, March 14, 2017. Submittals shall be valid for a period of forty-five (45) days from receipt by the Town. Submittals received after the date and time specified above shall be disqualified from consideration. Late submittals shall be returned unopened. Qualifying submittals shall be opened on Tuesday, March 14, 2017 at 4:00 P.M. MST in the Town of Jackson Planning & Building Department located at 150 East Pearl Avenue, Jackson, Wyoming. The public is invited to attend.

Responses to this RFQ should be submitted via Federal Express, United Parcel Service, or hand delivered to:

Jeanne Carruth, Office Manager  
Town of Jackson Planning & Building Department  
150 East Pearl Avenue, 2<sup>nd</sup> Floor  
Jackson, WY 83001

All questions and requests for additional information shall be directed to Alex Norton, Long-Range Planner via e-mail only at [anorton@tetonwyo.org](mailto:anorton@tetonwyo.org).

### **3.3 Postponement or Amendment**

The Town and County reserve the right to amend any portion of the RFQ. Copies of such amendments shall be made available to all prospective, interested consultants via e-mail. Where such amendments require changes in the submittal requirements, the final date for submission may be extended.

### **3.4 Cost of Submittal Preparation**

Any costs incurred by the consultant in responding to this RFQ in anticipation of receiving a contract award shall be the responsibility of the Entity submitting the response. The Town and County shall not reimburse the Entity for any such expenses.

### **3.5 Schedule of Submission and Review**

The Selection Committee, after its initial review and scoring, may elect to select a successful submittal. Conversely, the Selection Committee may elect to contact short-listed applicants to ask for final and best offers, pursuant to the Town of Jackson procurement policy. After scoring all submittals (and all final and best offers, if applicable), the Selection Committee shall make a recommendation to the Town Council and Board of County Commissioners regarding the successful submittal. The Town Council and Board of County Commissioners will formally award the project and the Town of Jackson will enter into a contract with the consultant.

The Town and County shall follow the schedule outlined below. However, the Town and County reserve the right to revise the review schedule at its sole discretion.

February 21, 2017: RFQ available for review

March 14, 2017: Submittal due date

March 30, 2017: Recommendation by Selection Committee

April 3, 2017: Selection Committee Recommendation presented to Town Council and Board of County Commissioners

April 17, 2017: Contract Awarded by Town Council

### **3.6 Acceptance**

This RFQ provides interested professionals with the necessary information to enable them to prepare and submit information for consideration by the Town and County.

The Town and County reserve the right to enter into further discussions with any consultant based solely on the initial response to this RFQ along with the right to negotiate the cost with the selected consultant if it is deemed to be in the best interest of the Town and County.

If the Town and County is unable to negotiate a final scope of services and professional fee with their first choice, they reserve the right to negotiate with other consultants that submitted a response to this RFQ.

## **SECTION FOUR: EVALUATION CRITERIA**

The Selection Committee will evaluate the submittal content based on the following weights.

Criteria	Rating	Weight	Score
1. Submittal Format		1	
2. Service Approach		10	
3. Fee Schedule		5	
4. Experience and Innovation		5	
5. Personnel and Staffing Plan		5	
Total Score			
Rating System: 10 – Excellent; 5 – Satisfactory; 0 – Unsatisfactory			



# Public Engagement Coordinator

RFQ Addendum: March 9, 2017

Since release of the Request for Qualifications on February 21, staff has received a number of questions and the Town Council and Board of County Commissioners have provided additional direction on individual projects. Please consider this addendum in preparing your submittal.

Project websites have been updated. Please see each website for additional staff reports that have been produced since February 21.

- [Town Zoning Updates](#)
- [Town Parking Study](#)
- [Natural Resource Protection Regulations Update](#)
- [Housing Demand Mitigation Requirements Update](#)
- [Housing Rules and Regulations Update](#)

*Q: Do the Town and County have a preferred approach or approach that has worked in the past?*

A: The purpose of the RFQ is to solicit suggestions on how best to address the issues the Town and County have faced in the past, which have been:

- Lack of engagement in the content developmental phases of the project. The community has a decision making culture of responding to the last and loudest comments regardless of the preceding process.
- Lack of definition of project purpose. Without a clearly defined project target, the community has experienced delays as the target moves.
- Lack of coordination when multiple projects are in process at once. Without coordination among staff, stakeholders and decision makers have gotten overwhelmed by a flood of information at one time and lost track of the process during long quiet stretches. As a result, one project at a time becomes the focus to the detriment of the others.

*Q: Are the dates in the graphic on page 4 of the RFQ set?*

A: No. However the deadlines in Section 2.2 Schedule are important benchmarks for each project.

*Q: Will each project have the same set of stakeholders?*

A: No. Each project will have its own approach to its stakeholders. Some projects will have stakeholder groups that guide the process while others will be more oriented to the general public and/or geographically focused.

*Q: Will any of the projects end up combined?*

A: Potentially. The purpose of the RFQ is to solicit suggestion on where to combine efforts and where to just coordinate schedules. The graphic on page 4 is a draft of what the Town and County are expecting.

*Q: What is the biggest challenge going to be in coordinating these projects?*

A: The Town and County want to finish all 5 projects by June 2018. The challenge is to engage all stakeholders early in the process in a way that everyone can follow and respects everyone's time. Decision makers and stakeholders cannot be asked to dedicate too much time to workshops and meetings, but they also cannot be asked to read and digest volumes of material. They have to have access to the information they need and be able to understand it well enough that they feel comfortable making decisions.

*Q: Will each of the project managers be Town/County staff or consultants?*

A: Town/County staff.

*Q: Will each project also have consultants to provide content expertise?*

A: Yes. The content of each project will be informed by a combination of stakeholder input and content expertise provided by a consultant. A consultant for the Town Parking Study has already been chosen. RFPs for the other projects are anticipated to be released in the next week.

*Q: Do the Town and County already use a particular digital platform for public engagement?*

A: No.

*Q: What is this biggest issue that has come up on past similar projects?*

A: Growth management and location of density.