



## REQUEST FOR PROPOSAL

### HOUSING NEEDS ASSESSMENT

Enclosed is a Request for Proposal (RFP) for a Housing Needs Assessment. The Town of Winter Park, Colorado, is sponsoring the RFP.

Proposals should be submitted to:

Town of Winter Park  
Attn: James Shockey, AICP  
50 Vasquez Road  
PO Box 3327  
Winter Park, CO 80482

Submittal Deadline:

Proposals should be received no later than April 13, 2015 at 9 a.m. MST.  
Any proposal received after that time shall not be considered, and shall be returned unopened to the proposer. Electronic or fax submittals shall not be considered. Procedural and technical questions are to be submitted in writing to James Shockey, Town Planner, at [jshockey@wpgov.com](mailto:jshockey@wpgov.com).

To be considered, individuals are required to adhere to the following schedule for this procurement:

Issue RFP	Friday, March 13, 2015
Deadline for Questions	Friday, March 27, 2015 at 5:00pm
Answers Issued	Wednesday, April 1, 2015 by 5:00pm
Proposals Due	Monday, April 13, 2015 at 9:00 a.m.
Proposal Presentations	Tuesday, April 21, 2015 at 8:00am
Contract Award	Tuesday, May 5, 2015
Notice to Proceed	Wednesday, May 6, 2015
Kickoff Meeting with Town Council	Tuesday, May 19, 2015
Completion	September 1, 2015 or earlier

**Town of Winter Park  
Housing Needs Assessment  
Scope of Services  
March 2015**

**INTRODUCTION:**

The Town of Winter Park is requesting proposals for a Workforce Housing Needs Assessment. Our goal is to obtain information about the amount, type (seasonal, rental or for sale), size, location, and price of housing required to meet the current and future needs of Town residents and employees. The Assessment will be used to establish housing strategies, workforce-housing policies, and to evaluate potential housing development(s) that are intended to serve the needs of the Town workforce. The Town desires to retain a qualified Consultant who is experienced in workforce housing issues, particularly in resort communities.

**BACKGROUND AND GOALS:**

Winter Park is a resort mountain town located approximately 90 minutes northwest of Denver in Grand County, nestled against the western slope of the Continental Divide. The Town occupies approximately eight square miles in the Fraser Valley and is home to an estimated 944 full-time residents. The Town receives nearly two million visitors annually. US Highway 40 runs through the Town in a north-south direction and is the area's connection to Interstate 70 and the Front Range of Colorado.

Winter tourism encompasses the majority of the local economy (although the area is taking steps to become a four-season destination). Winter Park Resort is very popular with weekend skiers from the Front Range, earning it the title of "Colorado's Favorite". The Resort is also the number one employer in the Town with a large seasonal employee base in the winter months. The summer employee base at the Resort continues to grow each year with the introduction of additional activities at the base of the Resort.

Historically, the Fraser Valley was a railroad and agricultural community, but tourism and recreation, and related real estate and construction jobs have dominated the economy since the 1980s. With development of Winter Park Resort and the easy access to and from Denver via Berthoud Pass, the Valley has transformed into a premier recreation and vacation destination. As part of this transformation, the majority of the housing in the Fraser Valley has been developed to meet the needs of visitors and part time residents, and only a small percentage of the homes are occupied by year round residents (local workforce and retirees). The housing that tends to serve the workforce includes older condominiums and older homes outside of Winter Park. As with most resort communities, the cost of living and the cost of real estate are high, especially relative to local wages. This results in overcrowding and cost burdened households. With limited affordable housing options many employees commute to their jobs from surrounding

towns.

It is the goal of the Town to limit the ‘down valley’ trend and to ensure that there are opportunities for employees to live in Winter Park where they are employed. Affordable housing is viewed as an important public policy because businesses and the resort economy rely on the labor force to thrive. A critical mass of employees and their families, who are vested in the community and live full time in a community, promotes diversity, and sustains the real town character that is valued in the Town. Additionally, negative impacts associated with commuting such as traffic, congestion, worker productivity issues, transportation costs, time away from family, and absenteeism can be reduced when employees live near their jobs. Finally, when housing is affordable, families are better able to cover other important expenses such as education, health care, food, childcare, insurance, etc. Winter Park would like to ensure that there are affordable options for all employees who would choose to live near their jobs.

The issue of workforce housing becomes increasingly important as the Town approaches buildout and there are fewer sites for housing development. Even with the recent recession much of the real estate is unaffordable to lower and middle income households. There are concerns that the changing demographics, including the aging population, immigration of retirees, and local workers retiring, will impact the amount of housing that is available and affordable to the workforce.

To develop the most effective policies and programs, the Town needs to know the current housing needs and the future housing needs, and where the market is not addressing those needs.

#### CONSULTANT’S ROLE AND SCOPE OF SERVICES:

The Town desires the Consultant to develop a Workforce Housing Needs Assessment that includes an estimate of the existing need for housing and the future need for housing. The goal is to identify specifically where and how the housing market is not meeting the current and future needs of residents and workforce in terms of product, location, and pricing. The future need for housing should include long term projections for the next 20 years in 5 year increments. The Needs Assessment should include a description of the methodology used and rationale behind all assumptions that are used. The Needs Assessment should also describe how the projections take into account the many variables that affect workforce housing demand, supply, and affordability, including but not limited to:

- Population and demographic trends
- Wages and household income
- Jobs and employment forecasts
- Lending practices and interest rates
- Seasonality of jobs

- Local housing market trends
- Local housing stock (price, appreciation, affordability, age, condition)
- Impacts of baby boomers, second home owners, and vacation homes
- Loss of current employee units
- Distribution of jobs and housing throughout the Valley and issues of fair share of housing (over concentration of income levels, equitable mix, etc.)
- Commuting patterns

In addition, the Town would like to understand what incentives would generate interest in building affordable units on private property. What regulatory policies should the Town consider adopting to require affordable units as part of a larger development? Finally, the Town desires to understand the process it should take to implement the steps identified in the Needs Assessment. Should the Town collaborate with existing agencies in a support role or should the Town consider creating a program to administer the goals.

The Assessment should be specific enough so it can be utilized to develop public policies and to also plan for and evaluate new housing projects. The Assessment should describe how (and when) the Assessment will need to be updated so it remains relevant over time. All assumptions, as well as the rationale for the Consultants methodology, must be fully explained within the Assessment.

**Any suggestions regarding alternatives or additions to this scope of services are welcome.**

#### REQUIRED DELIVERABLES:

The Consultant will present a draft Needs Assessment at a meeting of the Town Council. Based upon feedback and direction, the Consultant will modify the draft and complete the final Housing Needs Assessment.

The final product shall be an electronic product. The Consultant will provide the Town with this electronic file in pdf and word format.

The Housing Needs Assessment should be suitable for distribution among the citizens and business community. The Consultant will present the final Housing Needs Assessment at a public meeting.

## PROPOSALS:

The following information should be included in the proposal:

- Provide examples of your team's prior experience in Housing Needs Assessments and the results of recommendations made.
- Outline, in sufficient detail, the methods for identifying the Housing Needs and a proposed outline of the contents of the Housing Needs Assessment.
- Identify the project manager and all team member(s) responsible for completing tasks. Include their resumes, areas of expertise, and hourly rates.
- Identify any tasks for which the Town will be responsible.
- Specify the time, resources, and costs required to complete the Needs Assessment.
- Include a total timeline and total cost for the entire project with each task clearly identified in the timeline.
- Describe quality control procedures, scheduling, and cost control methods to be utilized to ensure delivery of contracted services.
- Provide a financial statement that indicates the ability of the lead entity to complete this project. Please include any other projects that the team is working on.

The Consultant should be aware of the potential for new tasks to be added to the scope of services both before and after the process gets underway. Any tasks added by the Town will be negotiated with the Consultant.

Proposals should be received by 9 a.m. MST, Monday, April 13, 2015. Submit proposals to:

Town of Winter Park  
Attn: James Shockey, AICP  
50 Vasquez Road  
PO Box 3327  
Winter Park, CO 80482

The Town reserves the right to reject any and all proposals at its sole discretion.

For questions contact:

James Shockey  
Phone: 970-726-8081  
Email: [jshockey@wpgov.com](mailto:jshockey@wpgov.com)

The Town will not pay costs incurred by the applicants associated with responding to this RFP. The Town reserves the right to cancel this RFP process at its discretion. All proposals submitted in response to this RFP shall be considered public information.