

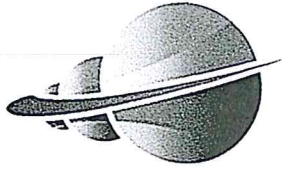
HighBar Global Consulting

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**PROPOSAL FOR EL DORADO COUNTY
 HOUSING TASK FORCE**

**SCOPE OF WORK AGREEMENT
 AUGUST 28, 2016**

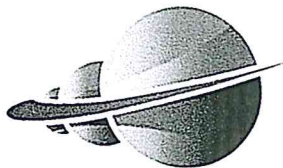
EDC Sponsor	Sue Novasel, El Dorado County Supervisor, District 5
EDC Request	<p>The primary purpose of this project is to examine the housing situation in South Lake Tahoe and adjoining region and determine viable and equitable strategies for resolving resident access to affordable housing, workforce housing, and/or home ownership.</p> <p>The El Dorado County Supervisor representing South Lake Tahoe would like to convene a representative Housing Task Force to define, discuss, resolve, and potentially activate housing solutions.</p>
EDC Objectives	<p>Through this project you would like to achieve the following outcomes:</p> <ul style="list-style-type: none"> • Understand the data reflecting housing availability and gaps for constituent groups • Stakeholder/ Constituent group analysis to determine expectations and preferences for housing • Clarify the roles and prospective contributions entities including: public sector, private sector, land managers, and nonprofit service organizations with respect to housing • Establish priorities for short-term, mid-term, and long-term strategies to address housing needs • Convene interest groups or expand Task Force participation as needed to understand needs and develop prospective solutions • Produce a final product that mobilizes essential contributions from partners and select entities to achieve satisfactory improvement and momentum addressing housing needs



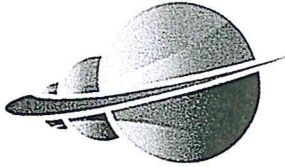
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<p>HighBar Global Proposal</p>	<p>This proposal outlines a six meeting process for achieving the project objectives with projected primary focus for successive Task Force engagements as follows:</p> <p>Meeting 1: <i>Forces and Assumptions Influencing Housing Availability</i> (See Attachment A for preliminary Fishbone Diagram)</p> <p>Meeting 2: <i>The Data, Policy, and Regulatory Variables</i></p> <p>Meeting 3: <i>Stakeholder Analysis to Map Needs by Demographic Segments</i></p> <p>Meeting 4: <i>Institutional (Entity) Roles, Contributions, and Accountability</i></p> <p>Meeting 5: <i>Prospective Strategies and Solutions Framed as Short Term, Mid-Term, Long Term</i></p> <p>Meeting 6: <i>Strategic Agreements and Implementation Commitments</i></p>
<p>Roles & Responsibilities</p>	<p>EDC: Sue Novasel, EDC Supervisor, District 5</p> <ul style="list-style-type: none"> ◆ Outline, describe, confirm expectations for this project ◆ Review, refine, and approve this Scope of Work (SOW) proposal ◆ Establish contract mechanism for invoicing ◆ Assist Consultant in developing and implementing Task Force meetings including Task Force agendas, logistics, and deliverables ◆ Assist Consultant in identifying and soliciting participation of key Task Force members to insure effective and balanced representation from key sectors and/or constituency groups ◆ Assist Consultant to resolve issues/barriers that could impact the project including communications, scheduling, project iteration, etc. ◆ Confer with Consultant to review & evaluate project progress for each meeting and make adjustments to insure project success ◆ Provide reproduction and copies of meeting participant materials from masters supplied by Consultant or as agreed ◆ Facilitate timely payment of invoice(s) as submitted



	<p>HighBar Global: Michael Ward, Chief Strategy and Innovation Officer</p> <ul style="list-style-type: none"> ◆ Develop and submit initial Scope of Work proposal/agreement ◆ Secure EDC Sponsor approval and contract ◆ Meet with EDC Supervisor and designees to develop detailed work plan including timing, outreach, logistics, etc. for each meeting ◆ Determine and request additional information as may be helpful to produce the targeted project results for each meeting ◆ Regularly communicate potential issues/barriers that could impact project success ◆ Address all project objectives outlined herein and make iterative adjustments as the project proceeds in consult with the sponsor ◆ Produce digital files of all Task Force meeting agendas, minutes/outcomes, summary reports, or presentations following in-person meetings or as requested for distribution by EDC sponsors ◆ Communicate desirable meeting logistics, room set up, to EDC Sponsor for coordination purposes ◆ Produce a final report to address all project objectives for review and approval by the Task Force ◆ Invoice EDC Sponsor as agreed upon ◆ Meet with EDC Sponsor after project completion to review and evaluate project success including any useful next steps
<p>MILESTONES</p> <p>Actions.....Schedule.....Who</p>	
<p>Deliverables</p>	<p>Submit Scope of Work Proposal(s).....Sept 2016.....Consultant</p> <p>Establish Signed Service Agreement.....Sept 2016.....EDC Sponsor</p> <p>Complete Meeting 1.....Oct 2016.....Consultant</p> <p>Complete Meeting 2.....TBD.....Consultant</p> <p>Complete Meeting 3.....TBD.....Consultant</p> <p>Complete Meeting 4.....TBD.....Consultant</p> <p>Complete Meeting 5.....TBD.....Consultant</p> <p>Complete Meeting 6.....TBD.....Consultant</p> <p>Submit Invoices As Specified by EDCTBD.....Consultant</p>



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EDC PROJECT INVESTMENTS

Contract Budget

Total proposed project budget is **\$15,000** for Task Force Facilitation including preparation, logistics, and reporting \$15,000. Initial project scope assumes 6 Task Force meetings of 2 to 3 hours each as scheduled and:

- No travel time or mileage charged separately
- No overnight accommodations
- Meeting materials supplied as masters for EDC reproduction

Note: This project is iterative by design. In the event EDC requests additional services beyond this agreement to support the planned outcomes this Scope of Work – and prospective costs - will be amended at EDC Supervisor discretion accordingly.

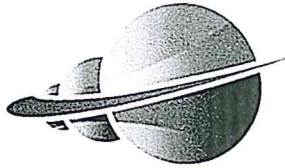
Respectfully submitted by:

HighBar Global: _____ Date: _____

Michael Ward, Chief Strategy and Innovation Officer

El Dorado County: _____ Date: _____

Sue Novasel, EDC Supervisor District 5

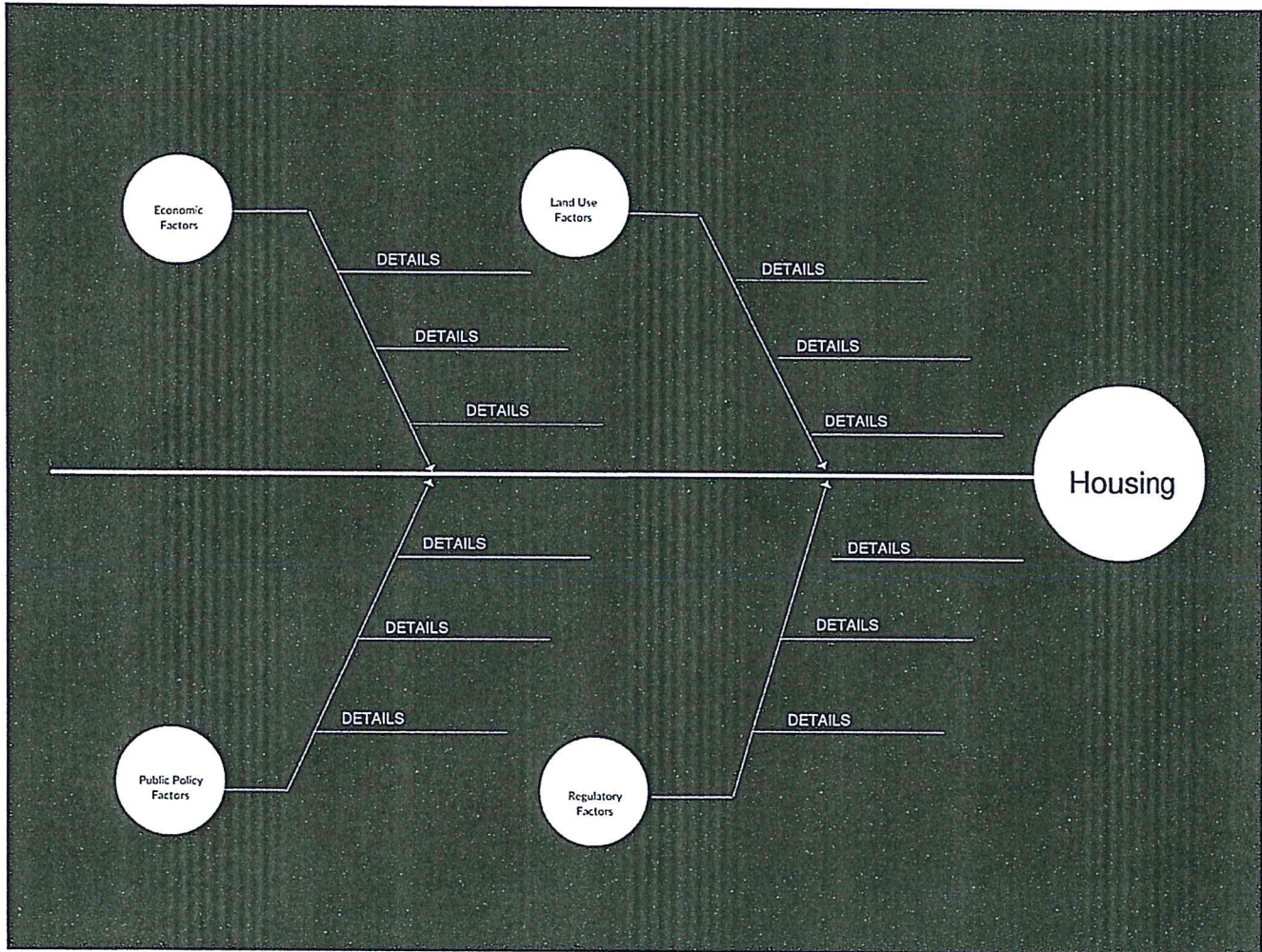


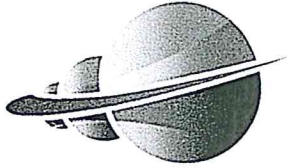
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ATTACHMENT A

Kickoff Session Fishbone Diagram





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ATTACHMENT B

Prospective Task Force Participants

Elected and Appointed Officials – Affordable and Low Income Housing:

Placer County - Larry Sevison, Jennifer Montgomery, (staff-Will Gardner)

Douglas County - Nancy McDermid,

City of South Lake Tahoe - Austin Sass, Wendy David, (Nancy Kerry, staff, possibly John Hitchcock)

Washoe County - Marcia Birk-Bigler

TRPA - Joanne Marchetta

El Dorado County - Sue Novasel, Karl Weiland (staff-Don Ashton, possibly Roger Trout)

Next phase discussion could include:

Tahoe Prosperity Center, Chambers, TTD, TRPA, CTC RCD, Realtors.

Business (Workforce Housing):

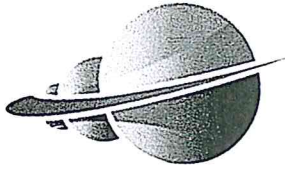
- Tahoe Chamber: Steve Teshara
- North Tahoe Chamber:

Land Planning (Housing Development):

- TRPA/ Commodities
- CTC
- RCD

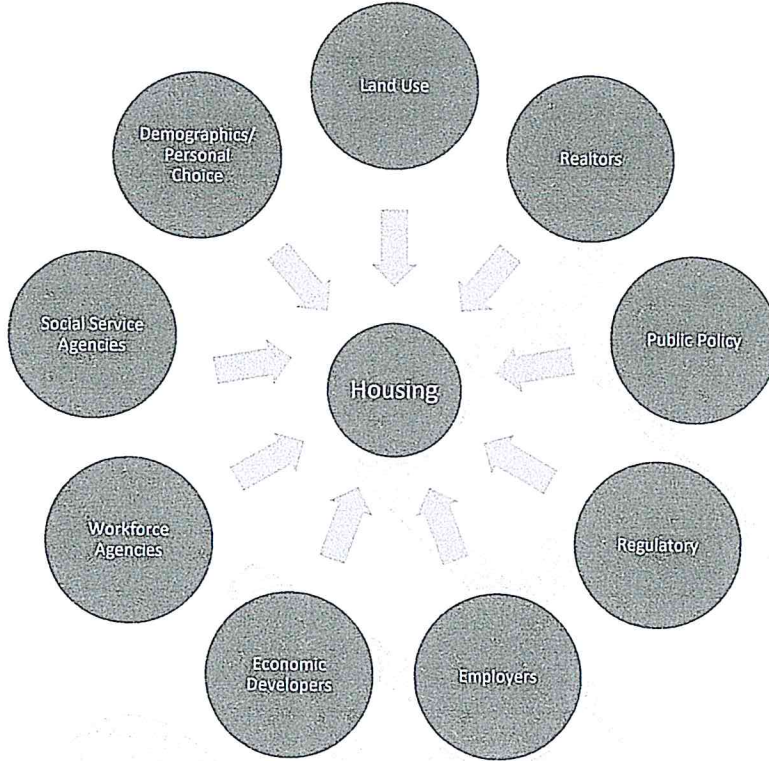
Correlated Resources (Housing Systems, Ownership, and Incentives):

- TTD
- Realtors



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HOUSING PROFILE

Determine/map the distribution of housing stock of all kinds in the Tahoe basin - identify demographics, household configurations, owner vs renter vs vacation rental vs 2nd home owner, and associated levels of employment by sector; assign "portfolio" values and project churn, ceiling, floor

Definitions and Framework:

- **Affordable Housing =**
 - Target Segments:
- **Workforce Housing =**
 - Target Segments:
- **Fair Housing =**
 - Target Segments:
- **Housing/Home Ownership =**
 - Target Segments:
- **Housing Stock Profile:**
 - Target Segments:
- **Employer Housing**
 - Target Segments:
- **Student Housing = <http://www.clasp.org/issues/postsecondary/in-focus/new-huci-guidebook-for-higher-ed-institutions-to-targets-costs-of-living>**
 - Target Segments:

Indicators:

- Economic:
- Social:
- Demographic:
- Preferences:

Public:

- Tools:
- Incentives:
- Barriers:

Private:

- Tools:
- Incentives
- Barriers: