



PROPOSAL TO PREPARE A HOUSING ACTION PLAN

Submitted to the City of Camas
January 24, 2020

Mosaic Community Planning, LLC
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Atlanta, Georgia 30307
470-435-6020
www.mosaiccommunityplanning.com

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BY: sqk



January 24, 2020

Sarah Fox, Senior Planner
City of Camas
616 NE 4th Avenue
Camas, WA 98607

Dear Ms. Fox:

On behalf of Mosaic Community Planning, LLC, I am pleased to offer this response to the City of Camas' RFP for a Housing Action Plan. Mosaic's principals bring over 30 years of combined experience assisting local governments with their housing planning needs, specifically including low income, workforce, transitional, and supportive housing. In the last five years alone, we completed more than 30 affordable and fair housing studies for clients throughout the U.S.

Our proposal also includes Mary Bosch of Marketek, a Portland-based firm with deep community and economic development experience in the Pacific Northwest. Mary has worked in many different Washington communities and is particularly skilled in market research, revitalization strategy, stakeholder engagement, and workshop facilitation. Mary has been a valued addition to Mosaic's team on multiple projects including, most recently, a Regional Housing Needs Assessment we completed together for the Central Oregon Intergovernmental Council last year.

We know that for a growing community, the availability of affordable housing is not just an added amenity, but an essential driver of sustainability and economic competitiveness. That's why our solutions are tailored to address local needs and designed with implementation in mind. Our recommendations are realistic and actionable, and we take care to ensure they are also measurable so that our clients can demonstrate concrete results to citizens and stakeholders.

Our team offers a breadth of experience related to community assessment and planning with a particular focus on affordable and fair housing, stakeholder engagement, quantitative research, and GIS mapping. Our approach includes coordination with other plans and research, meaningful engagement of the community, insightful data analysis, and sound strategy recommendations.

As the undersigned representative, I am authorized to represent Mosaic in the negotiation of a potential contract with the City. Please feel free to contact me by phone at 470-435-6020 or by email to melissa@mosaiccommunityplanning.com. Thank you for your consideration. I look forward to hearing from you.

Sincerely,

A handwritten signature in blue ink that reads 'Melissa M. Mailloux'.

Melissa Mailloux
Principal and Project Manager

PROJECT APPROACH

Mosaic Community Planning's Housing Action Plan for the City of Camas is designed to serve as a key component in the city's effort to expand housing options for several sectors of the market, from those with extremely low incomes to market-rate homeowners. We understand that, while recent residential development has primarily served those looking to purchase large homes, *Camas 2035* established the goal of diversifying the city's housing stock to better meet the needs of all current and future residents.

With a surplus of land available and substantial population growth expected, the City is in an opportune position for thoughtful and inclusive planning for residential growth. Housing availability and affordability impacts household stability and finances, access to resources and jobs, business recruitment and economic development, and public health. This Housing Action Plan will identify specific gaps in the local housing market currently and as projected over the next ten years. It will describe factors contributing to these gaps - including local policies and regulations - and best practices and strategies to address them, all serving as a springboard for development of implementable action items. Ultimately, the Action Plan will lay the groundwork for Comprehensive Plan or regulatory amendments and other actions around affordable and market-rate housing development in Camas.

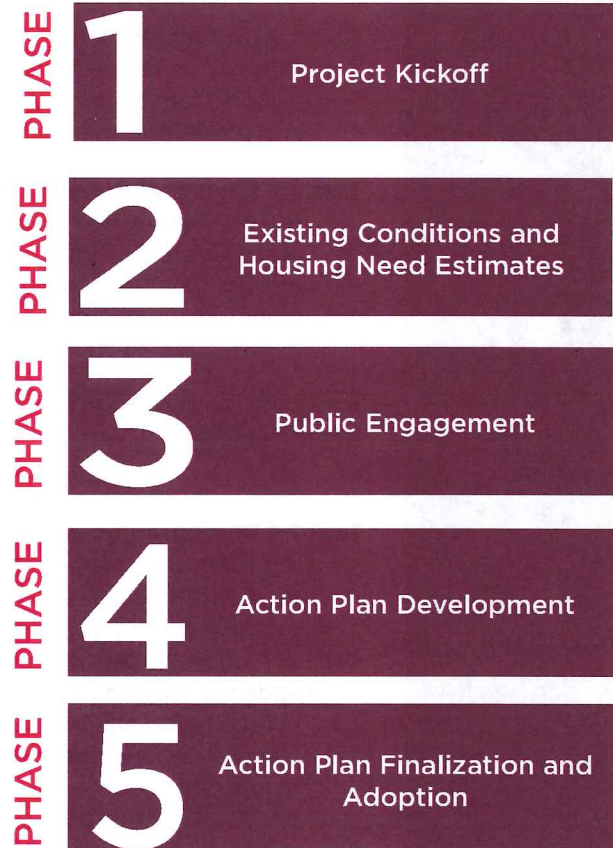
TASK SEQUENCE & BENCHMARKS

Mosaic will approach this project in five stages, beginning with tasks related to project kickoff. The second phase will focus on existing socioeconomic and residential market conditions, including existing and projected housing needs by income level.

The third phase - public engagement - will run concurrently with the second and involve convening various stakeholder groups to learn more about local housing needs and barriers.

The fourth project phase will involve assessing existing policies, evaluating potential new tools for housing development and building an Action Plan to address housing needs. Lastly, Mosaic

will amend the draft housing plan based on input from City of Camas staff, elected officials, and other key stakeholders, readying a final document for presentation to the Planning Commission and adoption by the City.





Phase 1 Overview

Timeline

February 2020

Deliverable

None

Phase 2 Overview

Timeline

February 2020
through June 2020

Deliverable

Existing Conditions
and Needs Analysis
Report

PHASE 1: PROJECT KICKOFF

Task 1.1 Initial Meeting

- Mosaic will meet with City of Camas staff to review and finalize project expectations, scope of work, data needs, timeline, and a schedule for periodic updates/communication throughout the project.
- Discuss local institutions and organizations, regional agencies, and significant public and private sector partners with an impact on housing in Camas and the Portland-Vancouver metro area.
- Identify potential connection points between the Housing Action Plan and the North Shore Subarea Plan, including any possibilities to conduct concurrent community engagement activities.
- Discuss other previous housing and/or neighborhood plans and aspects of those studies that staff identify as most relevant for this project.

Task 1.2 Community Tour

- Conduct a planning tour of Camas with a focus on residential areas, including housing for special populations such as seniors, people with disabilities, and low- and moderate-income households.

Task 1.3 Review of Previous Plans

- Prior to beginning research, Mosaic will review appropriate previous plans and studies, such as *Camas 2035*, *2016 Clark County Comprehensive Growth Management Plan*, any regional housing needs assessments, and other relevant plans.

PHASE 2: EXISTING CONDITIONS AND HOUSING NEED ESTIMATES

Task 2.1 Demographic and Economic Overview

- Using Census, county, regional, and proprietary (ESRI) data, Mosaic will produce a demographic and economic profile of Camas, with comparisons to Clark County and the Portland-Vancouver-Hillsboro Metropolitan Statistical Area (MSA).
- Each of the following factors will be analyzed, along with implications for future residential development:
 - Population and household estimates;
 - Historical and projected population and household growth trends;
 - Age distribution;
 - Income distribution and historic and projected income growth trends;
 - Racial and ethnic composition and national origin of the population;
 - Employment by industrial sector; and
 - Projected employment growth by industrial sector.

Task 2.2 Housing Market Analysis

- Mosaic will analyze the current rental and for-sale housing supply in Camas (with comparisons to the county and the MSA) relative to housing type, tenure, age, size, cost, condition, occupancy level, and recent permitting activity.
- Provide an overview of recent development trends, including recently-constructed or planned for-sale and rental housing developments.
- Mosaic will assess the existing supply of multifamily housing. This assessment may include structure types, tenure, number and size of units, rental rates, occupancy levels, and affordability level with funding sources/programs, if applicable.
- Map housing inventory to illustrate key residential market indicators for Camas.



Phase 3 Overview

Timeline

February 2020
through June 2020

Deliverable

Public Engagement
Plan

Task 2.3 Existing and Future Housing Needs

- Using Community Housing Affordability Strategy (CHAS) data, Mosaic will estimate current levels of housing need by tenure (owner vs renter) including cost burdens, severe cost burdens, overcrowding, and substandard housing in Camas. We will also examine housing need by householder age and race and ethnicity within the city.
- Mosaic will estimate existing housing needs by income level, including extremely low income (under 30% Area Median Income(AMI)) households. Other income bands will be determined with input from Camas staff but may include 30-50% AMI, 50-80% AMI, 80-120% AMI, and 120% AMI and above.
- Using projected household growth rates, population trends, and rates of housing need, estimate projected future need for market-rate and affordable housing over the next ten years. Segment these estimates by tenure (for-sale and rental) and income level.
- Based on current residential market activity, population trends, and community input, evaluate the potential for displacement of communities of color, foreign-born residents, and low-income households in Camas.

Task 2.4 Housing Policy, Regulation, and Program Review

- Review *Camas 2035* (specifically the housing element), the City's zoning and development regulations, and any other local policies regarding housing for potential barriers to housing affordability and opportunities to better encourage diverse housing development.
- Review existing programs available through the city, county, state, and federal government or other sources to support affordable housing development in Camas. Based on stakeholder input and units developed, evaluate the programs' success at producing affordable or diverse housing in Camas.

PHASE 3: PUBLIC ENGAGEMENT

Task 3.1 - Public Engagement Plan

- The Public Engagement Plan will outline the specific steps, strategies, and timelines to be employed by the consulting team in the engagement of the public. The strategy will include a meeting schedule; a list of stakeholders to be engaged and consulted; and a bank of interview, focus group/forums, and public meeting questions. Mosaic will also prepare a public survey (available in English and other languages if needed) and copy for newspaper notices, flyers, press releases, City website, Facebook, and other advertisement for the project.
- If desired, Mosaic will develop a website dedicated for the project.

Task 3.2 - Conduct Public Engagement

Mosaic's IMPACT Stakeholder Engagement Model (detailed on the next page) is designed to bring together interested parties in an intentional way and to engage them meaningfully in development of the Housing Action Plan.

This model will serve as the backbone for Mosaic's community outreach effort, encouraging input from residents and neighborhood associations, community development practitioners, affordable/subsidized housing providers, health and human/social service agencies, state or local health and child welfare agencies, local governments, businesses, and others. The process will pay particular attention to low- and moderate-income persons, including those living in low/moderate income areas, seniors, non-English speakers, persons with disabilities, and residents of affordable and assisted housing developments.



Primary Stakeholders:

Essentially the project's steering committee, this group includes all key decision-makers.

Secondary Stakeholders:

Persons or organizations with experience or perspectives that will provide crucial input into or feedback on the plans.

General Stakeholders:

Members of the public with a general interest in the project.

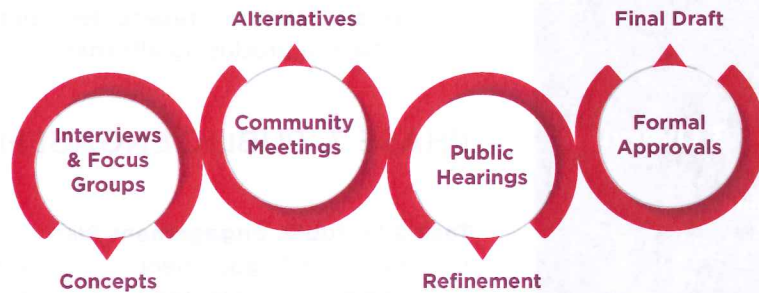
IMPACT COMMUNITY ENGAGEMENT MODEL

Mosaic's consulting team will apply its IMPACT Community Engagement Model to ensure a broad and representative cross section of the community is involved in the plan development process. The IMPACT Model combines innovative, industry-leading techniques from multiple disciplines into a methodology uniquely suited to fair housing and community-based planning.

I Identify the Stakeholders - We know how important it is to have the right people at the table. An initial step in every client engagement is to identify stakeholders and categorize them as primary, secondary, or general, determining their level of participation and the best method to reach them.

M Market the Process - We conduct outreach through nonprofit partners, public notices, and press releases, including foreign language and/or special interest papers. Other forms of marketing may include a project website, social media, listings on online community calendars, presentations at existing meetings, flyers, and information tables in high traffic areas.

P Public Participation - We understand that participants may need education and other support to participate fully and meaningfully. We design public meetings to facilitate informed discussion and allow every voice to be heard. Because our process uses three feedback loops, there are many opportunities for refinement and course correction rather than solely during the public comment period. When possible, we coordinate with existing community meetings to reach as large an audience as possible.



A Active Listening - We employ active listening techniques to ensure greater accuracy and accountability when collecting residents' perceptions and comments. These techniques also hold potential for conflict resolution and consensus-building.

C Collaborative Review - Before a draft is published for public comment, it is internally reviewed in a collaborative process with key stakeholders. Verification of facts and research ensures the legitimacy of conclusions and findings and provides opportunity for corrections prior to public review.

T Transition the Momentum - Over the course of each project, we develop a substantial stakeholder engagement portfolio, which includes lists of stakeholders and their affiliations, spreadsheets containing contact information for participants, and web resources specifically constructed for the project. At the conclusion of our role, these resources are carefully compiled and transitioned into the client's hands to enhance future local stakeholder engagement efforts.



While ultimately to be determined in consultation with Camas staff, Mosaic anticipates a community outreach process that includes:

- **Facilitating up to two (2) community-wide needs assessment meetings** at various locations throughout the city and at times so as to be accessible to the general public;
- **Facilitating up to four (4) targeted resident focus groups** through local neighborhood organizations or housing providers targeted to key demographic segments relevant to the Housing Action Plan;
- **Conducting one-on-one interviews and facilitating up to three (3) practitioner focus groups** with housing and community development stakeholders and other community leaders identified with input from Camas staff;
- **Housing needs survey** for residents and other stakeholders, including non-profit organizations and community advocates; and
- Development of **website copy** to be placed on Camas' website and social media and / or development of an **external website** dedicated to the project.

Mosaic will prepare presentation materials for all meetings, along with agendas, handouts, questions/activities, meeting notes, and summaries of results. Public input will be used identify key themes and findings for inclusion in the Housing Action Plan. Accommodations for people with disabilities and those with limited English proficiency will be offered as needed.

Task 3.3 - Presentations to Board, Commissions and City Council

- Consulting team members will present progress to the Camas City Council and other boards or commissions to provide updates on the project and gather feedback throughout it.

Phase 4 Overview

Timeline

April 2020 through
August 2020

Deliverable

Draft Housing Action
Plan

PHASE 4: ACTION PLAN DEVELOPMENT

Task 4.1 Best Practices/Strategies

Based on community input/interviews, housing need projections, affordable housing barriers, and national affordable housing best practices, identify potential strategies to address key housing needs in Camas. These may include, but are not limited to, strategies related to the following:

- Affordable rental housing development and preservation
- Affordable homeownership opportunities
- Increasing diversity of housing types
- Opportunities to partner with the private sector to produce affordable housing
- Responding to housing needs at each income level (affordable, workforce, market-rate, etc.)
- Homelessness prevention
- Supportive housing and housing for persons with disabilities
- Public, private, and non-profit organizations at the local, regional, or state level for exploration of additional partnerships

Strategies may include local regulatory changes or amendments to the City's Comprehensive Plan.



Phase 5 Overview

Timeline

September 2020 to
March 2021

Deliverable

Final Housing Action
Plan

Task 4.2 Performance Measurements / Expected Outcomes

- Mosaic will identify expected outcomes associated with various planning scenarios and recommend performance measurements to gauge progress over the short- and long-term, including identifying metrics and timeframes for achievement.

Task 4.3 Action Plan Feedback and Refinement

- Mosaic will present findings and recommendations from Phases 2-4 to Camas staff and other key stakeholders, including housing needs, factors contributing to these needs, and suggested strategies for diversifying housing development.
- Following the presentation, Mosaic will work with stakeholders to gather feedback and refine the Action Plan for addressing housing gaps in the region.

Task 4.4 Implementation Plan

- Based on stakeholder input from Task 4.3, Mosaic will develop an implementation plan identifying specific, measurable, action-oriented, and realistic goals and next steps for improving local housing options, along with timeframes and responsible parties for each.

PHASE 5: ACTION PLAN FINALIZATION AND ADOPTION

Task 5.1 Action Plan Finalization

- Following City review of the draft Action Plan prepared in Phase 4, Mosaic will make any final revisions to ready the plan for final presentation to the Planning Commission and City Council. Mosaic will work with Camas staff to prepare any necessary comprehensive plan amendments or regulatory changes resulting from the Action Plan.

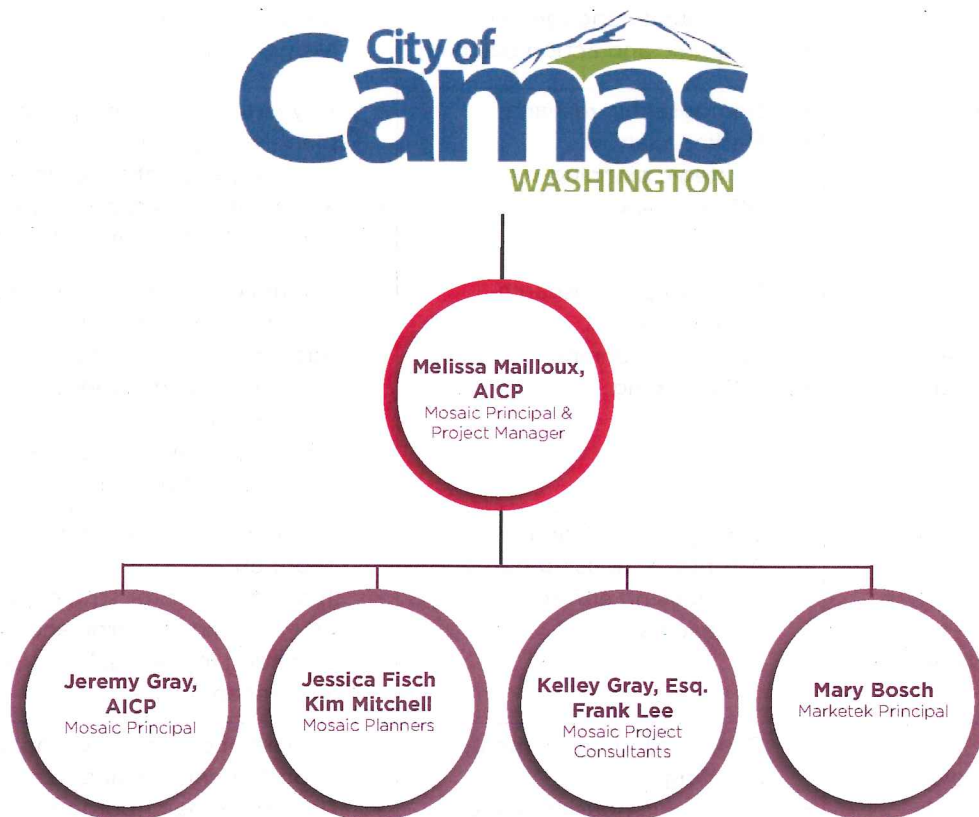
Task 5.2 Plan Presentation and Adoption

- In coordination with City staff, Mosaic will present the Housing Action Plan and related amendments to the Planning Commission and City Council.
- Based on Council and Commission input, Mosaic will work with City staff to make any needed changes to proposed amendments and prepare the final Housing Action Plan for adoption by City Council.

PROJECT TEAM

The chart below identifies Mosaic's proposed seven-member project team and outlines communication and reporting relationships. Mosaic Principal Melissa Mailloux will serve as Project Manager, providing oversight, administration, and day-to-day direction of the required work. Melissa has led more than 30 community development and housing studies, all successfully delivered on-time to meet client deadlines. Melissa will oversee execution of the project approach and hold regular team meetings to ensure timely submission of all draft and final deliverables.

The remaining team members are highly skilled and experienced in their respective areas of expertise, as documented in the resumes that follow. Members of this team have successfully worked together on multiple past and current projects since 2006 to produce successful research and planning assignments for public-sector clients with a focus on housing and community and economic development. Mosaic is committed to providing each of the below-named team members to work on the project and will make no substitutions without the City's consent.



SUMMARY OF QUALIFICATIONS

Qualifications and project roles for all project staff are summarized in the chart below, with complete resumes and educational information following.

STAFF MEMBER	EXPERTISE/PROJECT ROLES	QUALIFICATIONS
Melissa Mailloux Mosaic Principal AICP Certified Planner Atlanta, Georgia	<ul style="list-style-type: none"> • Project management • Housing market analysis • Market segmentation/cohorts • Demand forecast/gap analysis • GIS mapping 	<ul style="list-style-type: none"> • 15 years of community development and affordable housing planning experience • Project manager or team member 30+ affordable and fair studies and 25+ residential market analyses • Data and GIS analyst with experience with Census, CHAS, HMDA, and similar data sets
Jeremy Gray Mosaic Principal AICP Certified Planner Atlanta, Georgia	<ul style="list-style-type: none"> • Community engagement • Best practices and strategy development • Affordable housing planning and goal development • Local and state policy review 	<ul style="list-style-type: none"> • 16 years of community development and affordable housing planning experience • Former deputy director for a large urban county community development office • Community leadership positions for affordable housing organizations
Mary Bosch Senior Consultant Marketek Principal Portland, Oregon	<ul style="list-style-type: none"> • Housing market analysis • Housing supply survey/field work • Community engagement • Strategic and action planning 	<ul style="list-style-type: none"> • Over 30 years of community development experience • Project manager or team member for 160+ housing or commercial market analysis assignments in 15 states
Jessica Fisch, PhD Senior Planner AICP Candidate Atlanta, Georgia	<ul style="list-style-type: none"> • Demographic research • Market analysis • Strategic planning • GIS mapping 	<ul style="list-style-type: none"> • 10 years of community research and planning experience, encompassing GIS mapping and data presentation skills • Management background with Main Street and Habitat for Humanity organizations
Kimberly Mitchell Associate Planner AICP Candidate Atlanta, Georgia	<ul style="list-style-type: none"> • Demographic research • Market analysis • Strategic planning • GIS mapping 	<ul style="list-style-type: none"> • 9 years of diverse experience within the affordable housing sector • Background includes role as a supportive housing case manager and as a municipal land use planner • LIHTC application analysis for a state housing finance agency
Kelley Gray, Esq. Senior Consultant Zoning & Land Use Attorney Atlanta, Georgia	<ul style="list-style-type: none"> • Zoning and policy review • Affordable housing barriers • Fair housing enforcement and outreach analysis 	<ul style="list-style-type: none"> • 10 years of fair and affordable housing law experience • Team member for studies with analysis of 40+ local zoning ordinances • Litigation in zoning, land use, and landlord/tenant cases
Frank Lee Associate Consultant Atlanta, Georgia	<ul style="list-style-type: none"> • Community engagement planning • Affordable housing analysis • Resource evaluation 	<ul style="list-style-type: none"> • 9 years of community planning experience in both municipal and nonprofit settings • Developed neighborhood-level plans for racially and ethnically diverse communities



MELISSA MAILLOUX, AICP

Principal & Project Manager, Mosaic
(770) 366-7893 | 195 Arizona Ave NE, Suite 123, Atlanta, GA
melissa@mosaiccommunityplanning.com

EDUCATION

Master of City & Regional Planning
 Georgia Institute of Technology,
 Atlanta, Georgia, 2006

Bachelor of Science in Mathematics
 Berry College, Rome, Georgia, 2003

AFFILIATIONS

American Institute of Certified
 Planners (AICP)

American Planning Association
 Georgia Planning Association

PRESENTATIONS

Savannah's Assessment of Fair
 Housing: A Case Study in a New
 National Framework for Equity
 Planning, Savannah State University
 Urban Planning Conference

SELECTED PROJECT EXPERIENCE

Central Oregon Intergovernmental
 Council, Regional Housing Needs
 Assessment

Twin Cities, MN, Regional Analysis of
 Fair and Affordable Housing

Memphis, TN, Fair Housing and
 Equity Assessment for the Mid-South
 Regional Greenprint

Morgan County, GA, Comprehensive
 Plan

City of Commerce City, CO,
 Consolidated Plan and Annual Action
 Plan

City of Lenexa, KS, Housing Market
 and Needs Assessment

Melissa has extensive experience in housing and community development research and analysis. She has prepared community development plans, economic revitalization strategies, housing studies, and market analyses for over 50 neighborhoods, municipalities, counties, and targeted sites for public and private sector clients throughout the country. Specific assignments have included commercial and residential market analyses, business development strategies, Analyses of Impediments to Fair Housing Choice, Housing Needs Assessments, Consolidated Plans, and contributions to master plans, comprehensive development plans, and corridor studies. Her background also includes stakeholder outreach, such as community workshops, focus groups and surveys.

Principal, Mosaic Community Planning, Atlanta, GA, 2015-Present

- Lead and serve on project teams for community development consulting engagements, including fair housing studies, affordable housing need studies, comprehensive plans, and other community development studies.

Senior Research Consultant, WFN Consulting, Marietta, GA, 2014-15

- Provided consultation services to assist public sector clients identify housing, community development, economic development, and fair housing needs through comprehensive plans, analyses of impediments to fair housing, fair housing equity assessments, consolidated plans, and market analyses.
- Analyzed demographic patterns to determine levels of segregation, areas of concentrated poverty, and access to opportunity factors by race/ethnicity.
- Examined mortgage lending patterns to identify access to home loans.
- Assessed schools, transit, transportation, and other public facilities for any fair housing and community development implications.
- Mapped community assets, demographic and economic data, assisted/ subsidized housing locations, and other data.
- Facilitated community workshops, public meetings, focus groups, interviews, and other public outreach efforts.

Senior Associate, Marketek, Inc., Atlanta, Georgia, 2005-2014

- Prepared market analyses, master plans, comprehensive plans, corridor studies, and downtown revitalization strategies for over 35 public and private sector clients throughout the U.S.
- Assessed fair housing, housing needs, and disparate impacts through analyses of Census, American Community Survey, and other data.
- Conducted community outreach via public workshops, project steering committee meetings, focus groups, interviews, and surveys.
- Presented findings and recommendations to clients, policymakers, and other community stakeholders in written, graphic and oral formats.



JEREMY D. GRAY, AICP

Principal, Mosaic

(404) 831-1395 | 195 Arizona Ave NE, Suite 123, Atlanta, GA
jeremy@mosaiccommunityplanning.com

EDUCATION

Master of Public Administration
Georgia College & State University
Milledgeville, Georgia, 2008

Bachelor of Arts in Environmental
Policy Oglethorpe University
Atlanta, Georgia, 2003

CERTIFICATIONS

American Institute of Certified
Planners (AICP)

Accredited LEED Green Associate,
U.S. Green Building Council

Charrette System Certification,
National Charrette Institute

PRESENTATIONS

Panelist: Equity and Social
Justice Roundtable, Savannah
State University Urban Planning
Conference

SELECTED PROJECT EXPERIENCE

Central Oregon Intergovernmental
Council (Bend, OR), Regional
Housing Needs Assessment

Twin Cities, MN, Regional Analysis of
Fair and Affordable Housing

Memphis, TN, Fair Housing and
Equity Assessment for the Mid-South
Regional Greenprint

Morgan County, GA, Comprehensive
Plan

City of Commerce City, CO,
Consolidated Plan and Annual Action
Plan

Jeremy's background includes leadership in urban neighborhood revitalization efforts, management of regional and multi-state issue-based planning documents, and development of comprehensive plans. Other experience includes mayoral appointments to homelessness and housing policy-making bodies, a position as deputy director of the community development grant programs for a large urban county, and executive management of community research and planning engagements for a nationwide client base.

Principal, Mosaic Community Planning, Atlanta, GA, 2015-Present

- Lead project teams for community development consulting engagements, including fair housing studies, affordable housing need studies, comprehensive plans, and other community development studies.

VP - Consulting & Research, WFN Consulting, Marietta, GA, 2013-15

- Managed project teams for community development consulting engagements, including community development and affordable housing plans, market studies, fair housing and equity analyses, and program evaluations.

Deputy Director, WFN Consulting, 2009-2013

- Assisted with development and implementation of strategic vision and work program for an office of 11 staff, managing an annual budget exceeding \$10 million in CDBG, HOME, ESG, NSP, CSBG, JAG, and EFSP funds.

Director of Community Development, Centenary Church, Macon, GA, 2005-2008

- Planned and implemented a mixed-income neighborhood revitalization project using HOME, CDBG, and HOPE VI funds through regular collaboration with the City of Macon and other public, private, and non-profit community partners.

Community Organizer, Charis Community Housing, Atlanta, GA, 2002-2003

- Organized dissemination of information on homestead exemptions to senior citizens, protecting them from the negative effects of gentrification.

Community Leadership Roles

- Chairman, Emergency Food and Shelter Program Local Board, Cobb County, GA, 2012-2013
- Commissioner, College Hill Corridor Commission, Macon, GA, 2007-2008
- Advisory Team, Mayor's Housing First Task Force, Macon, GA, 2006



MARY BOSCH

Principal, Marketek

(503) 504-6770 | 9220 SW Barbur Blvd, Portland, OR

mary@marketekinc.com | www.marketekinc.com

EDUCATION

Master of City Planning
Georgia Institute of Technology
Atlanta, Georgia

Bachelor of Arts in Communications
Indiana University
Bloomington, Indiana

SAMPLE PROJECT EXPERIENCE

Central Oregon Intergovernmental Council (Bend, OR), Regional Housing Needs Assessment

Federal Way, WA, City-wide Retail Market Analysis

La Pine, OR, Economic Vitality Assessment and Roadmap

La Pine, OR, Housing Market Work Group and Roundtable; Housing Market Assessment

Housing and Small Business Mixed-use Market Analysis for Neighborhood Master Plan and for the Lower Quilceda Neighborhood, Tulalip Tribes

Madras, OR, Downtown Assessment

Redmond, OR, Downtown Master Plan (subcontractor to Oregon Downtown Development Association)

Bend, OR, Building a Better Bend presentation on "Drawing People to Neighborhood Shopping Districts"

Mary Bosch, principal of Marketek, a Portland, Oregon planning consulting firm, has over 30 years of highly successful experience in community economic development, working with non-profit organizations, government agencies, and small and large businesses.

Mary is a market analyst experienced with every facet of the business development process - from the perspective of the entrepreneur to the developer to the economic development professional. Through her work on commercial and residential revitalization projects throughout the nation, Mary has acquired a strong understanding of what it takes to revitalize a community's economic base.

Mary is trained extensively in group facilitation, consensus building and leadership development and has put these skills to work in over 300 public, private and nonprofit engagements. She has benefited from over 150 hours of training in Creative Facilitation Techniques and brings a unique ability to assess organizational needs, focus attention on the most critical issues and facilitate responses that create meaningful change for residents, neighborhoods and cities. A sample of recent experience is provided below.

Housing Analysis

- Affordable Housing/Mixed-Use Market Analysis, Glisan Street, Portland, OR
- Housing Assessment for Canby, OR
- Housing Market Analysis for Hood River County, OR
- Housing Assessment and Master Plan for Downtown Hamilton, MT
- Multi-Sector Market Analysis and Marketing Strategy for Downtown Bowling Green, KY
- Multi-Sector Market Analysis for Downtown Iowa City, IA
- Addressing the Rural Housing Shortage: Best Practices and Strategies for Success webinar

Planning, Visioning, Project Management

- City of Portland Division St Commercial Corridor Vision Action Plan
- 3D Downtown Design Projects for 8 Main Streets, Clackamas County, OR
- Independence, OR Vision 2020 Plan
- Economic Opportunity Analyses for Roseburg, Coos Bay, and Estacada, OR
- South Park Vision and Action Plan, City of Seattle, WA

Facilitation, Public Involvement, Organization Development

- 12 Oregon Main Street Cities - conducted organizational assessment, training, market analysis services, and organizational game plan
- City of Portland Neighborhood Economic Development Strategy (5 year strategy including small business assistance program and formation of urban renewal Neighborhood Prosperity initiative areas)



JESSICA FISCH, PHD, AICP CANDIDATE

Senior Planner

470-435-6020 x108

jessica@mosaiccommunityplanning.com

EDUCATION

PhD in City & Regional Planning
Georgia Institute of Technology,
Atlanta, GA, 2019

Master of Urban & Regional Planning
University of New Orleans, New
Orleans, LA, 2014

Bachelor of Arts in Geography,
Bachelor of Science in Journalism
University of Florida, Gainesville, FL,
2008

CERTIFICATIONS

AICP Candidate

AFFILIATIONS

American Planning Association

American Association of
Geographers

PRESENTATIONS

Does Green Infrastructure Promote
Equitable Development? The
Mediating Role of Social Capital
in Assessing Impacts. Association
of Collegiate Schools of Planning
conference.

SAMPLE PROJECT EXPERIENCE

City of Chino Hills, CA, Consolidated
Plan, Annual Action Plan, Analysis of
Impediments

Waukesha County, WI, Consolidated
Plan, Annual Action Plan, Analysis of
Impediments

Atlanta, GA, Westside Land Use
Action Plan

New Orleans City Park Parking Study

Jessica Fisch is an urban planner with a background in collaborative planning, land use and environmental planning, and community development. Her work has included community engagement processes, geospatial analysis and visualization, research design and qualitative and quantitative analysis, and program/project management and development. Prior to her work with Mosaic, Jessica worked in planning and neighborhood revitalization in New Orleans and Atlanta, and conducted research at the intersection of green infrastructure and equitable development. Jessica holds a PhD in City and Regional Planning from Georgia Tech, a Master's in Urban and Regional Planning from the University of New Orleans, and bachelor's degrees in geography and journalism from the University of Florida.

Senior Planner, Mosaic Community Planning, Atlanta, GA, 2019-Present

- Serve on project teams for community development consulting engagements, including fair housing studies, affordable housing need studies, comprehensive plans, and other community development studies.

Lab Instructor, Georgia Tech School of City and Regional Planning, Atlanta, Georgia, 2017-2019

- Instructed students in R software, SPSS, Excel, and Microsoft Access for use in quantitative and analytic methods, including descriptive statistics and plots, multivariate regression and diagnostics, and difference in means tests in weekly lab sessions
- Graded quantitative methods assignments and exams
- Assisted students during office hours on quantitative methods assignments and questions

Urban Planning Consultant, Reuter Strategy

- For the Ball Ground, GA, Livable Centers Initiative Study, used GIS and Adobe InDesign to develop maps to display zoning, community resources, historic district, proposed urban design transects, and recommended transportation improvements

Urban Planning Consultant, Thadani Architects + Urbanists, 2016

- Planned and implemented community workshop events for the development of Westside Atlanta neighborhoods' Land Use Action Plan
- Used ArcGIS to analyze neighborhood-level data for use in community workshops

Research Intern, Research and Analytics Department, Atlanta Regional Commission, 2015

- Used Tableau program to visualize data about housing, employment, education, and health trends in the Atlanta Metro
- Created presentations and infographics displaying economic, health, and education data for web communication



KIMBERLY MITCHELL, AICP CANDIDATE

Associate Planner

470-435-6020 x109

kim@mosaiccommunityplanning.com

EDUCATION

Master of City and Regional Planning
Georgia Institute of Technology
Atlanta, GA, 2016

Bachelor of Arts in History
Tufts University
Medford, MA, 2007

CERTIFICATIONS

AICP Candidate

AFFILIATIONS

American Planning Association

SAMPLE PROJECT EXPERIENCE

Chino Hills, CA, Consolidated Plan, Annual Action Plan, Analysis of Impediments to Fair Housing Choice

County of San Bernardino, CA, Consolidated Plan, Annual Action Plan, Analysis of Impediments to Fair Housing Choice

Fresno, CA, Consolidated Plan, Annual Action Plan, Analysis of Impediments to Fair Housing Choice

Waukesha County, WI, Consolidated Plan and Annual Action Plan

City of Atlanta, GA, Consolidated Plan, Annual Action Plan, Analysis of Impediments to Fair Housing Choice

Fulton County, GA, Consolidated Plan, Annual Action Plan, Analysis of Impediments to Fair Housing Choice

Associate Planner, Mosaic Community Planning, Atlanta, GA, 2019-Present

- Serve on project teams for community development consulting engagements, including fair housing studies, affordable housing need studies, comprehensive plans, and other community development studies.

Junior City Planner/GIS Analyst, City of Fairburn, GA, 2017-2019

- Conducted text amendment research and produced draft amendments to the City's zoning ordinance
- Approved administrative use permits, administrative modifications, sign permits and film permits
- Developed GIS maps for several city departments, including planning and zoning, economic development, engineering, utilities and police
- Provided logistical support for events related to the City's Creative Placemaking process, Lightning Neighborhood Redevelopment Study and Georgia Initiative for Community Housing (GICH) team

Planning Intern, City of East Point, GA, 2016

- Researched text amendment language for the City's zoning ordinance
- Assisted with the management of bid documents and public notifications for the City's engineering department

Affordable Housing Intern, Department of Community Affairs, 2015

- Conducted environmental site assessment review for all proposed Low-Income Housing Tax Credit (LIHTC) sites during the 2015 application year
- Created a report analyzing applicant scores from the 2014 funding round, helping staff improve the scoring process

Case Manager, CUCS & Catholic Charities, New York, NY 2010-2013

- Provided supportive case management for 17-21 clients with mental illness, chemical addiction and/or HIV
- Met with clients at least once per month to provide life skills assistance, such as money management sessions, medication monitoring (daily) and educational and medical referrals as needed



KELLEY B. GRAY, Esq.

Senior Consultant
470-435-6020 x112
kelleybgray@gmail.com

EDUCATION

Juris Doctor, *cum laude* Managing Board, *Journal of the Legal Profession* The University of Alabama Law School, Tuscaloosa, AL, 2008

Bachelor of Science in Business Administration, *summa cum laude* Oglethorpe University Atlanta, Georgia, 2003

SELECTED PROJECT EXPERIENCE

Town of Babylon, NY, Consolidated Plan, Annual Action Plan, and Analysis of Impediments to Fair Housing Choice

City of Savannah, GA, Assessment of Fair Housing

City of Winston-Salem, NC, Assessment of Fair Housing

Twin Cities, MN, Regional Analysis of Fair and Affordable Housing

Town of East Hartford, CT, Analysis of Impediments to Fair Housing Choice

Collier County, FL, Consolidated Plan, Annual Action Plan, and Analysis of Impediments to Fair Housing Choice

Westchester County, NY, Analysis of Impediments to Fair Housing Choice

St. Louis County, MO and Cities of Florissant and O'Fallon, MO, Analysis of Impediments to Fair Housing Choice

PROFESSIONAL EXPERIENCE

Fair Housing Law/Land Use & Zoning

- Provided legal review, research, and narrative for the fair housing/land use and zoning portions of over 12 city, county, and regional HUD Analysis of Impediment documents (AIs), including:
 - Research and analysis of the nature, extent, and disposition of significant state and federal housing discrimination lawsuits and HUD ALJ decisions and consent decrees which could impact future legislation and litigation or fair housing choice within the relevant study areas.
 - Review of zoning ordinances/land use codes, building codes, and state zoning laws for the relevant study areas and analysis and discussion of findings regarding how such codes, statutes, and local policies impact housing affordability and fair housing choice.
 - Recommendations for amendments to land use regulations that would expand housing affordability and support the municipality's commitment to affirmatively further fair housing.
- Represented clients in all stages of applications for land use zoning and permitting, including presenting at public hearings before city and county zoning authorities.
- Co-authored an article on recent developments in Zoning and Land Use Law, which was published in the Mercer Law Review in 2009.

Litigation

- Federal fair housing litigation, including representation of a provider of community housing for persons with disabilities against a county government following denial of a conditional use permit, and representation of a developer of senior housing against a city following denial of rezoning/development applications; assisted in negotiation of successful settlements for clients.
- Commercial litigation representing clients in contract disputes, debtor/ creditor litigation claims, and landlord/tenant disputes.

EMPLOYMENT HISTORY

- *Solo Practitioner*, **Kelley B. Gray, Esq.**, Atlanta, GA (2012-Present)
- *Associate Attorney*, **Smith, Gambrell & Russell, LLP**, Atlanta, GA (2008-2011)

AFFILIATIONS

Board of Directors, **Enduring Hearts** – a nonprofit that funds innovative medical research to increase the longevity of pediatric organ transplants and improve the quality of life for transplant recipients.



FRANK LEE

Associate Consultant

frank@mosaiccommunityplanning.com

EDUCATION

Master of Urban and Regional Planning

California State Polytechnic University
Pomona, CA, 2016

Bachelor of Arts in Urban Studies and Sociology

University of Pittsburgh
Pittsburgh, PA, 2010

TRAINING

Affordable Housing Development Training Institute

Local Initiatives Support Corporation
Los Angeles, CA, 2017

QUALIFICATIONS SUMMARY

Versatile planner with 3 years of community development experience in municipal and nonprofit sectors

Strong research, writing, and presentation skills to complement practical planning experience

Passionate about supporting communities through planning to address racial and ethnic inequalities

SAMPLE PROJECT EXPERIENCE

City of Hoboken, NJ, Analysis of Impediments to Fair Housing

City of Columbus, OH and Franklin County, OH, Analysis of Impediments to Fair Housing

County of San Bernardino, CA, Consolidated Plan, Annual Action Plan, Analysis of Impediments to Fair Housing impediments

Associate Consultant, Mosaic Community Planning, Atlanta, GA, 2018 - Present

- Serve on project teams for community development consulting engagements, including fair housing studies, affordable housing need studies, comprehensive plans, and other community development studies.

Associate Planner, City of East Point, GA, 2017 - 2018

- Analyze and prepare staff recommendations for rezoning, variance, and ordinance amendment requests
- Present zoning cases and staff recommendations at monthly Planning and Zoning Commission meetings
- Review potential development projects and advise customers on zoning and land use ordinances

Community Planner, Little Tokyo Service Center Community Development Corporation, Los Angeles, CA, 2016-2017

- Develop neighborhood-level planning documents in collaboration with community leaders and city agencies
- Facilitate community engagement workshops and meetings to implement community planning initiatives
- Create and maintain GIS database of small businesses in the community for spacial analysis

Planning Intern, City of Pico Rivera, CA, 2016

- Advised the public on zoning code and land use regulations at the planning counter and by phone/e-mail
- Conducted zoning compliance reviews for commercial and residential development proposals

Economic Development Specialist, Koreatown Youth and Community Center, Los Angeles, CA, 2015

- Managed and administered 4 separate grant contracts for community and economic development programs
- Administered small business assistance program and provided bilingual business counseling services

Planning Intern, Community Design Center of Atlanta and DeKalb County Board of Commissioners, Atlanta, GA, 2009

- Assisted City of Atlanta Bureau of Planning in developing the Cleveland Avenue Corridor Study
- Assisted policy advisor in organizing and preparing documents for TAD (Tax Allocation District) development projects

PROJECT EXPERIENCE

Mosaic’s principals have completed more than 60 projects incorporating aspects of housing needs assessment, housing market analysis, housing policy, housing programs and action planning for client jurisdictions across the United States. The majority of this work was for public-sector clients, including cities, counties, and multi-jurisdictional bodies, and included outreach to additional public partners such as local and regional planning agencies, housing providers, economic development agencies, homelessness organizations, and other non-profit organizations engaged in housing and community development activities.

A list of recent clients for whom Mosaic Community Planning staff prepared housing and community development studies and plans is provided here, along with an overview of key components for each type of plan.

PROJECT TYPE	CLIENT LIST
<p>Consolidated Plan and Annual Action Plan Components:</p> <ul style="list-style-type: none"> • Outreach to community members via public meetings and surveys • Outreach to stakeholders via interviews and focus groups • Review and findings from previous housing and community development studies and plans • Housing needs by income cohorts (0-30% AMI, 30-50% AMI, 50-80% AMI, 80-100% AMI, 100%+ AMI), household type (small families, large families, nonfamily households, senior households), householder race and ethnicity, and tenure (owner, renter) • Housing needs related to affordability, overcrowding, and substandard physical conditions • Housing needs for special populations, including seniors, persons with disabilities, victims of domestic violence, and others • Housing supply overview (age, unit size, property type, cost, condition, and availability of subsidized housing) • Homeless needs assessment and availability of emergency, transitional, and supportive housing • Identification of barriers to affordable housing • Identification of priorities, goals, and projects related to affordable and accessible housing over a 5-year period 	
<p>Consolidated Plans and Annual Action Plan Clients</p>	<ul style="list-style-type: none"> • City of Fresno, CA (expected completion 2020) • San Bernardino County, CA (expected completion 2020) • Fulton County, GA (2020) • City of Atlanta, GA (2020) • City of Chino Hills, CA 2020) • City of Gainesville, GA (2019) • Waukesha County, WI (2019) • DeKalb County, GA (2019) • City of Lewiston, ID (2018) • City of Commerce City, CO (2016) (with Citizen Participation Plan) • City of Albany, GA (2016) (with Environmental Review Records and CAPER) • Collier County, FL (2016) (with Needs Assessment and Citizen Participation Plan)

PROJECT TYPE	CLIENT LIST
<p>Affordable and Fair Housing Study Components:</p> <ul style="list-style-type: none"> • Outreach to community members via public meetings and surveys • Outreach to stakeholders via interviews and focus groups • Review and findings from previous housing and community development studies and plans • Demographic conditions and economic trends; socioeconomic and racial/ethnic segregation • Housing needs by type, tenure, and householder race/ethnicity • Housing cost and affordability relative to local wages • Geographic distribution of housing needs • Renter- and owner-occupied housing supply analysis • Supply of subsidized and accessible housing • Housing and access to community resources (transportation, job centers, healthcare, etc.) • Barriers to housing development, including review of local policies • Recommendations and action plan to address local affordable housing gaps 	
<p>Affordable and Fair Housing Study Clients</p>	<ul style="list-style-type: none"> • City of Fresno, CA (expected completion 2020) • San Bernardino County, CA (expected completion 2020) • Fulton County, GA (2020) • City of Atlanta, GA (2020) • City of Chino Hills, CA (2020) • Central Oregon Intergovernmental Council (Bend, OR) (2019) • City of Gainesville, GA (2019) • Waukesha County, WI (2019) • City of Davenport, IA with the Cities of Moline & Rock Island, IL (2019) • City of La Crosse, WI with La Crosse County and Monroe County (2019) • City of Hoboken, NJ (2019) • City of Hot Springs, AR (2019) • City of Gastonia, NC (2019) • City of Columbus, OH with Franklin County, OH (2019) • City of Rome, GA (2018) • Cherokee County, GA (2018) • City of Lewiston, ID (2018) • Twin Cities, MN Region (2017) • City of Anniston, AL (2017) • City of Winston-Salem and Forsyth County, NC and the Housing Authority of Winston-Salem, NC (2017) • City of Savannah, GA (2010 and 2017) • City of Edmond, OK (2016) • City of Albany, GA (2016) • City of Dothan, AL (2016 and 2010) • Lexington-Fayette Urban County, KY (2016) • Collier County, FL (2016)

PROJECT PROFILE

Regional Housing Needs Assessment For the Housing For All Regional Housing Consortium

CLIENT: Central Oregon Intergovernmental Council (Bend, OR)

To assist a group of local partners in developing an action plan for working collaboratively to improve housing conditions in Central Oregon, Mosaic’s Regional Housing Needs Assessment (RHNA), completed in 2019, studied housing affordability and other housing needs in the rapidly growing region. The assessment identified gaps in the numbers of affordable units needed at various rent or sales prices to meet the needs of current resident households while projecting future needs as well. Concluding the assessment was a comprehensive set of best practice-based strategy recommendations developed through a workshop process involving regional stakeholders.

The Central Oregon study area comprises three counties and includes eight incorporated cities and a tribal community. While many parts of the region remain rural, the cities of Bend and Redmond are fast-growing urban centers whose population growth exerts pressure on housing markets throughout the region. A key challenge of the Regional Housing Needs Assessment project was to strategize for the accommodation of an estimated 60% population increase by 2050 when housing affordability has already reached a crisis point.

Mosaic met the challenge by working closely throughout the duration of the project with members of a multi-stakeholder regional housing consortium who would have the leverage and resources to actually implement the resulting strategy. This group consisted of local government staff, elected officials, nonprofit and for-profit housing developers, homelessness advocates, major employers, and environmental activists, throughout the entire planning effort. Broad cross-sector input and participation was a defining characteristic of the work, with a total of 772 people completing the RHNA survey and an additional 75 people attending a day-long RHNA workshop where participants contributed to the refinement of locally-viable strategies and best practices.

LINK TO REPORT: https://coic2.org/wp-content/uploads/2019/05/regional-housing-needs-assessment_final-2.pdf



COMMUNITY SIZE
3-county region with cities ranging in size from 1,800 (La Pine, OR) to 95,000 (Bend)

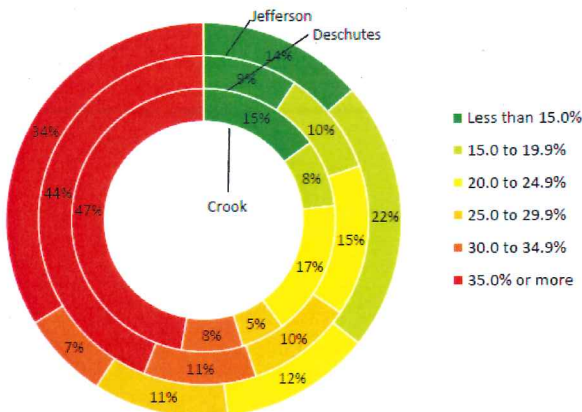
PROJECT TIMELINE
Start date of February 2018
End date of April 2019
14 months to complete

PROJECT TEAM MEMBERS
Jeremy Gray
Melissa Mailloux
Frank Lee
Mary Bosch

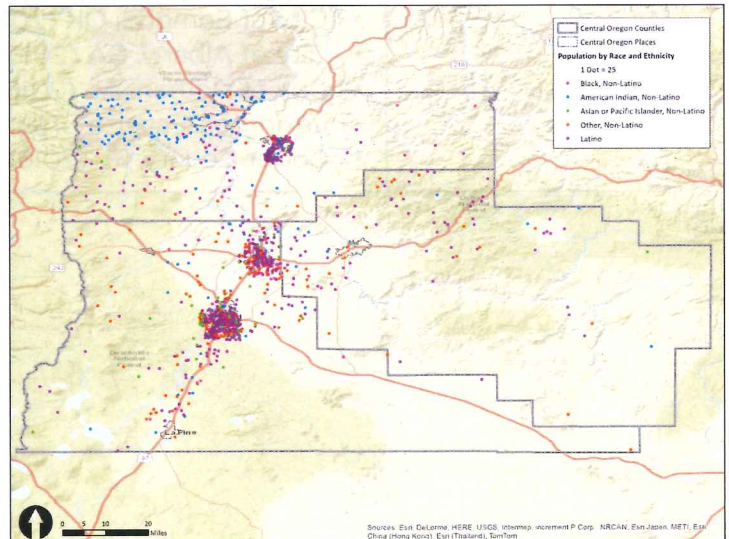
PUBLIC ENGAGEMENT
6 meetings with local government staff
772 survey responses
75 workshop attendees

POINT OF CONTACT
Scott Aycock
Community & Econ. Dev. Manager
Central Oregon Intergovernmental Council
541-548-9523
scotta@coic.org

Figure 4-18. Gross Rent as a Percentage of Household Income, 2012-2016



Population by Race and Ethnicity in Central Oregon, 2012-2016



PROJECT PROFILE

Five-Year Consolidated Plan, 2018 Annual Action Plan, and Assessment of Fair Housing

CLIENT: City of Lewiston, Idaho

The City of Lewiston’s five-year Consolidated Plan builds on Needs Assessment, Housing Market Analysis, and an integrated public participation process to identify the community’s affordable housing, homeless, community development, and economic development needs, as well as to outline a comprehensive and coordinated strategy for implementation of programs. The Consolidated Plan promotes a coordinated approach to housing and community development needs using U.S. Department of Housing and Urban Development (HUD) grant funds. It provides guidance on the investment of HUD dollars, and outlines priorities for using the City’s Community Development Block Grant (CDBG) funds over 2018-2022 period.

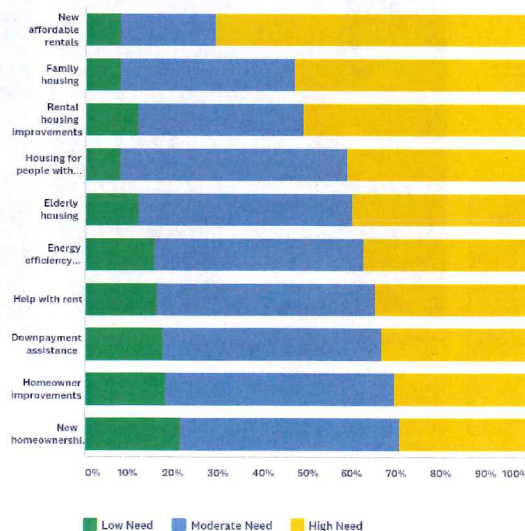
Based on the Needs Assessment and Housing Market Analysis conducted by Mosaic, the City’s top priority needs were determined to be housing affordability and homelessness prevention. In this small city with a booming economy but a stagnant housing supply, housing scarcity had been forcing costs to unattainable levels. Mosaic prepared for the City a companion Action Plan containing goals, outcome indicators, and funding information to guide the community’s initial steps toward the Consolidated Plan’s objectives, including strategies related to new housing development and the preservation of existing affordable units.

Central to the entire planning process was not only quantitative analysis of housing market data, but the meaningful participation of residents and stakeholders within the community, including groups with unique housing challenges, but who are often difficult to engage. Mosaic’s team coordinated with local community partners to create these opportunities, which included a series of interviews with people experiencing homelessness at a day shelter and a focus group with people with disabilities and their caregivers at a workforce training facility. These interactions ensures the participation of critical groups of residents in the Plan’s development.

LINK TO REPORT:

https://www.cityoflewiston.org/filestorage/850/1066/1160/Lewiston_ConPlan_FINAL_with_Appendix.pdf

Q13 Please rank the following housing needs in Lewiston.



COMMUNITY SIZE

Population 32,000

PROJECT TIMELINE

Start date of January 2018
End date of September 2018
9 months to complete

PROJECT TEAM MEMBERS

Jeremy Gray
Melissa Mailloux
Kelley Gray

PUBLIC ENGAGEMENT

4 focus groups with 29 total participants
55 survey responses
19 stakeholder interviews

POINT OF CONTACT

Tanya Brocke
Community Development Specialist
City of Lewiston
208-746-1318 x 7265
tbrocke@cityoflewiston.org



Share your Thoughts About Housing & Community Needs in Lewiston

The City of Lewiston is working to identify community development priorities, affordable housing needs, and factors that shape equal access to housing as part of the City’s

5-Year Consolidated Plan, Annual Action Plan, and Analysis of Impediments to Fair Housing Choice

You’re invited to share your thoughts on these topics as part of a focus group. Your input will help shape community development in the City for years to come.

As an active resident, we need your opinion!

Community Action Partnership Focus Group

Thursday, March 22 at 10:00 AM
Community Action Partnership for Low-Income Households
124 New 6th Street, Lewiston
Light Refreshments Served

Take the Survey

Share your input by taking the survey at www.surveymonkey.com/r/lewistonNeedsSurvey

The City of Lewiston is committed to providing access and reasonable accommodation in its services, programs, and activities and encourages persons with disabilities to participate. If you anticipate needing any type of accommodation or have questions about the physical access to the facility where the meeting is being held, please contact Community Development Specialist, Tanya Brocke at least forty eight hours in advance of the meeting at (208) 746-1318 x 7265 or tbrocke@cityoflewiston.org.



PROJECT PROFILE

Regional Analysis of Fair and Affordable Housing

CLIENT: Twin Cities' Fair Housing Implementation Council (FHIC)

PROJECT DESCRIPTION: The FHIC represents 15 local government recipients of federal community development funds in the 7-county Minneapolis-Saint Paul, MN region. Faced with a fair housing complaint alleging inequitable distribution of affordable housing resources, the Council needed an updated analysis of affordable housing development patterns and their impact on social equity issues.

Mosaic's work included comprehensive geospatial analysis of the locations of subsidized affordable housing, an exploration of market trends in unsubsidized "naturally occurring" affordable housing, discussion of gentrification and its relationship to displacement, a detailed review of over 20 local zoning codes for provisions that may limit housing affordability, incorporation of public input from over 800 low-income community members, insightful narratives describing the nexus between housing affordability and other equity issues, and detailed policy recommendations for the Council's members. In addition to these components, Mosaic's team made extensive use of the many existing local studies and reports, synthesizing them into a coherent framework for future affordable housing planning.

The Twin Cities is one of the most racially and ethnically diverse regions in the United States, home to some of America's largest immigrant and refugee populations. Mosaic's project framework successfully facilitated culturally-appropriate engagement with these difficult-to-reach groups and incorporated their input into the analysis.

Additionally, the climate surrounding Mosaic's work was contentious due to the legal challenges confronting the Council and divided opinions within the community regarding approaches to a more equitable housing policy. Mosaic's team worked toward consensus by listening carefully and taking seriously each stakeholder group.

LINK TO REPORT: <https://www.ramseycounty.us/sites/default/files/Projects%20and%20Initiatives/Draft%20III%20Addendum.pdf>



COMMUNITY SIZE

22-community region with cities ranging in size from 19,000 (Hopkins, MN) to 412,000 (Minneapolis)

PROJECT TIMELINE

Start date of October 2016
End date of June 2017
9 months to complete

PROJECT TEAM MEMBERS

Jeremy Gray
Melissa Mailloux
Kelley Gray

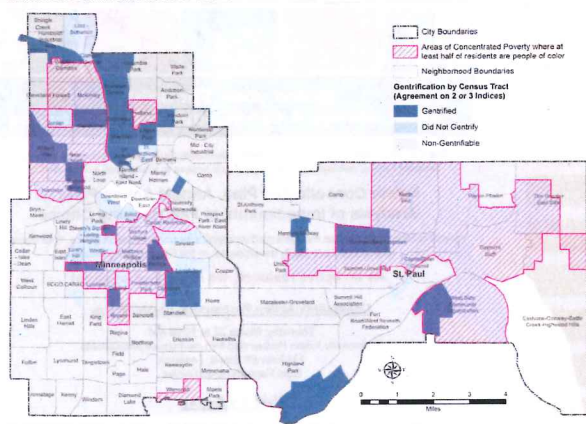
PUBLIC ENGAGEMENT

824 stakeholders engaged
Multi-language outreach
Focus groups with housing developers, community organizers, fair housing attorneys

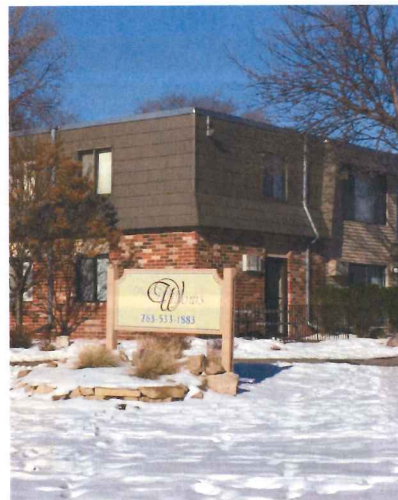
POINT OF CONTACT

Alyssa Wetzel-Moore
FHIC Chair
651-266-8965
Alyssa.Wetzel-Moore@ci.stpaul.mn.us

Consensus Gentrified Areas, 2000-2015



Source: DURA Analysis of 2000 Census (reanalyzed to 2010 standards using Census Bureau's 2010-2015 Five-Year American Community Survey). Areas of Concentrated Poverty where at least half of residents are people of color from MHI Council analysis.



REFERENCES

We are proud of the high quality of research, analysis, stakeholder engagement, and project management that goes into every one of our projects. The five references listed below can each attest to recent work Mosaic's team has performed with a scope comparable to that requested in the RFP.

CLIENT	PROJECT DESCRIPTION	CONTACT
Central Oregon Intergovernmental Council (Bend, OR)	Regional Housing Needs Assessment, 2019	Scott Aycock Community & Econ. Dev. Manager Central Oregon Intergovernmental Council 334 NE Hawthorne Avenue Bend, OR 97701 Phone: 541-548-9523 Email: scotta@coic.org
City of Lewiston, ID	Consolidated Plan, Annual Action Plan, and Analysis of Impediments to Fair Housing Choice, 2018	Tanya Brocke Community Development Specialist City of Lewiston P.O. Box 617 Lewiston, ID 83501 Phone: 208-746-1318 x 7265 Email: tbrocke@cityoflewiston.org
Fair Housing Implementation Council Saint Paul, MN	Regional Analysis of Fair and Affordable Housing October 2016 - June 2017	Alyssa Wetzel-Moore FHIC Chair St. Paul Department of Human Rights and Equal Economic Opportunity 15 West Kellogg Boulevard 240 City Hall Saint Paul, MN 55102 Phone: 651-266-8965 Email: alyssa.wetzel-moore@ci.stpaul.mn.us
La Pine, OR (Reference for Mary Bosch of Marketek)	Housing Market Assessment and Housing Market Work Group and Roundtable, 2016	Kathy DeBone President Little d Technology 16410 3rd Street, Suite C La Pine, Oregon 97739 Phone: 541-771-2498 Email: lapinekathy@gmail.com
Federal Way, WA (Reference for Mary Bosch of Marketek)	Citywide Retail Market Analysis	Tim Johnson Director, Economic Development & Redevelopment City Hall 33325 8th Avenue South Federal Way 98003 Phone: 253-835-2412 Email: Tim.Johnson@cityoffederalway.com

SAMPLE WORK

Enclosed with the hard copy responses to the City's RFP is a CD containing an electronic copy of Mosaic's Regional Housing Needs Assessment (RHNA) prepared in 2019 for the Central Oregon Intergovernmental Council. The RHNA is comparable in nearly all respects to a Housing Action Plan and contains the following components:

- Narrative discussion of the impacts of the region's affordable housing crisis
- Demographic and economic conditions and trends
- Economic forecast
- Housing market analysis, including supply characteristics, analysis of housing cost, real estate market trends, building permit trends, and an assessment of subsidized housing availability
- Current levels of housing need, compared with projections of future need
- Comparison of incomes and housing costs
- Quantitative determination of gaps in the housing supply by household income level and contributing factors
- Analysis of socioeconomic segregation patterns
- Discussion of affordable housing strategies and best practices