

CONTACT

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THOMAS P. MILLER & ASSOCIATES

PROPOSAL FOR

WINONA COUNTY HOUSING STUDY

SUBMITTED TO

Dusty Liston
Winona County EDA, CEDA
Dliston@co.winona.mn.us
507-313-6387

JANUARY 13, 2023

COVER LETTER

January 13, 2023

Dusty Liston
Winona County
202 West Third Street
Winona, MN 55987

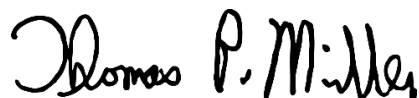
Thomas P. Miller & Associates, LLC (TPMA) is pleased to submit the attached proposal to Winona County response to the RFP for the Winona County Housing Study.

TPMA understands there is a critical intersection that all resilient communities must establish in intentionally connecting their community, economic and talent development assets. Quality and affordable housing options are critical to ensuring this intersection supports existing and future community needs. We know that community solutions must be supported by residents and local leaders to ensure success, and our philosophy of collaborative planning will be a focal point throughout design and development of an actionable housing assessment.

TPMA has provided consulting services across the United States and internationally, working with local and state governments, economic development organizations, workforce development agencies, industry associations, non-profit organizations, and educational institutions. TPMA is headquartered in downtown Indianapolis with a staff of 45 professionals, across twelve states, who possess diverse professional experience and educational backgrounds but work collaboratively to provide our clients with holistic solutions. TPMA provides expertise in assessing markets, identifying business sector opportunities, building innovation and entrepreneurial eco-systems, and organizing social and economic resources to implement community and economic development strategies. Lindsay Bloos, Project Lead, will be the point of contact for the duration of the Winona County Housing Study.

Our philosophy of collaborative planning will be a focal point throughout design and development of a Comprehensive Housing Study complemented by data-driven recommendations and actionable implementation. Employing a comprehensive approach, the following proposal outlines specific activities our team will use to conduct a market analysis, uncover community sentiment, involve underrepresented voices, and build a roadmap to guide Winona County into the future. Should you have any questions about our proposal, please contact Wendy Brewer at wbrewer@tpma-inc.com or 740-350-5880.

Sincerely,

A handwritten signature in black ink that reads "Thomas P. Miller". The signature is written in a cursive, flowing style.

Thomas P. Miller
President & CEO
Thomas P. Miller & Associates, LLC

PROJECT PERSONNEL

The TPMA Housing Team provides expertise in assessing markets, identifying opportunities, and developing solutions that align with community and economic development objectives. The Team connects these efforts with the expertise of the greater TPMA staff that includes subject matter experts in economic and labor market research, workforce development strategy, evaluation, and resource development. Team member roles for the County's housing study are as follows with full bios on the following pages.



Lindsay Bloos

Senior Consultant – Project Lead

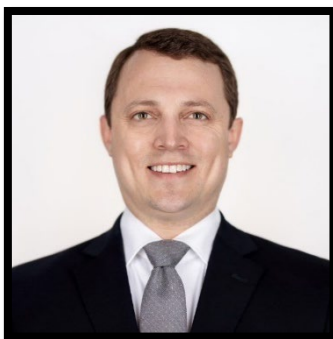
Thomas P. Miller & Associates

English, B.A. – Franklin College

📞 812-621-0101

✉️ Lbloos@tpma-inc.com

Lindsay is a Senior Consultant on the Economic Development & Community Resiliency Team at TPMA. Her primary focus is helping communities effectively engage and support economic recovery and resiliency planning efforts. She has led development of Housing Strategy across the country including a Workforce Housing Initiative for the Indiana Housing & Community Development Authority (IHDA), Affordable Housing Strategy in Greenville, SC, Opportunity Zone Prospectus Development for Delta County, CO, and Comprehensive Housing Research for Dekalb County IL, Canton, GA, and Dearborn, IN. Her recent planning projects include a collection of District Revitalization Plans, Industry Development Plans, and Land Use Market Studies. Prior to joining TPMA, Lindsay served as Executive Director of the Madison Area Chamber of Commerce in Madison, Indiana where she led the COVID-19 business response team in, providing critical assistance to small businesses in Southeast Indiana. During her time at the Chamber, Lindsay was actively involved in the development of county-wide strategic visioning and city-wide comprehensive planning. She served as an Executive Team member in the community engagement, planning, and implementation efforts for the City of Madison's Stellar Communities.



Aaron Finley

Senior Consultant – Research Specialist

Thomas P. Miller & Associates

English, M.A. – Kent State University

English, B.A. – Indiana University

📞 937-657-5490

✉️ afinley@tpma-inc.com

Aaron specializes in housing research and strategy, workforce development, and community resiliency. Data-driven and goal-oriented, Aaron’s approach is one of locating gaps and developing solutions. Aaron leads housing research projects at TPMA with specialized skills in the interpretation of complex data. With a background in classroom instruction and curriculum design, he is particularly skilled in the transformation of complex challenges into communicable and achievable strategies and outcomes. He recently led Regional Labor & Housing Studies for North Dakota’s North Central Planning Commission and is currently leading the Housing Needs Assessment and Policy Development for the City of Northglenn, Colorado. Aaron has helped to design propriety housing research methodology at TPMA, in addition to strategies for alignment of priorities to investment, land use plans, investment options, and innovative partnerships. Aaron’s work in curriculum development has supported workforce efforts across the country including work with Tri-State Energy and Advanced Manufacturing Consortium (Oh-PA-WV) to support emerging industry occupations and led efforts to support workforce services and sector partnership expansion for the Ohio Manufacturer’s Association.



Michaela Wischmeier

Consultant – Project Support
Thomas P. Miller & Associates

Master of Public Affairs, Public Management Concentration
Bachelor of Arts in English Literature, Women’s Studies Minor

📞 812-344-7853

✉ mwischmeier@tpma-inc.com

Michaela has extensive experience with community-based economic development and the nonprofit sector. She uses strong communication, research, and public presentation skills to build consensus and fuel positive change. As a Specialist at Prosperity Indiana, Michaela designed strategies that leveraged public-private partnerships and led statewide engagement with a broad policy agenda emphasizing economic empowerment and mobility. Her history with community-based organizations including Turning Point Domestic Violence Shelter and Foundation for Youth have helped her to develop an intimate understanding of complex issues that create barriers to affordable housing. Michaela has authored a number of publications and Policy Briefs that examine housing issues in Indiana including issues specific to low-income families, low-wage workforce, emergency rental assistance, and eviction.

EXPERIENCE

Our staff includes subject matter experts in housing and labor market research, workforce and economic development strategy, evaluation, and resource development. This will provide the Winona County with a team that is able to produce customized research and analysis, understands how to communicate and build consensus among multiple audiences, defines strategy with measurable outcomes, and outlines clear action for implementation.

AFFORDABLE AND MARKET RATE HOUSING DEVELOPMENT EXPERIENCE // TPMA has experience working with communities across the United States to develop actionable implementation plans for the development of both affordable and market rate housing. The identified mismatch between the sort of housing being built and what is demanded by the population in Central Indiana has generated a need for this study. IMPO TPMA brings experience working directly with communities, developers, and residents to find optimal housing solutions and funding sources to respond to community housing needs.

SCALABLE UNDERSTANDING OF HOUSING PRIORITIES // TPMA understands that local housing markets must evolve to meet the needs of working families. Our team has experience designing finance strategies for various types of housing to meet existing and future demands. We have recently completed similar housing studies that include Hiawatha, IA; Greenville, SC; Canton, GA; DeKalb County, IL; Palouse Region (Moscow, ID and Pullman, WA); Dearborn County, IN; Fairborn, OH; and the Indiana Housing & Community Development Authority.

WORK IN EMERGING COMMUNITIES // TPMA has worked in communities of all sizes from Los Angeles, California to Cumberland, Indiana. Our experience in other unique locations such as Greenville, South Carolina; Moscow, Idaho; Detroit, Michigan; and Dearborn, Indiana has informed our team on applying this process across communities of varying size across the United States.

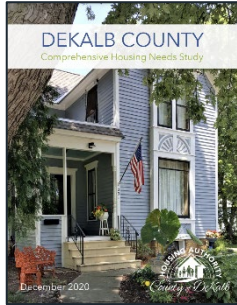
RESEARCH & ANALYSIS CAPABILITIES // Our skilled team of researchers utilizes comprehensive data sets and provides findings in easy-to-comprehend formats to inform policy and strategy. This includes work on housing and labor market analyses, program feasibility studies, economic impact studies, and community needs assessment.

TPMA brings experience working directly with cities and regions to identify housing solutions and funding sources that support growth and sustainability. Some recent housing-related projects include:

- The City of Whiting, Indiana – Housing Market Study
- Ross County/Chillicothe, Ohio – Affordable Housing Assessment
- Town of Fortville, Indiana – Land Use Market Study
- Knox County Development Corporation, Tennessee – Housing Study
- North Central Planning Commission, North Dakota – Regional Labor & Housing Studies
- Mount Comfort Corridor, Indiana - Housing Gap Analysis and Land Use Planning

In addition to these projects, a collection of completed work has been provided below. Each project includes a brief description of the client and project approach.

DeKalb County, IL Housing Needs Study



TPMA worked with the DeKalb County Housing Authority to provide a data-driven comprehensive housing needs study. TPMA utilized both publicly available and proprietary data and interwove it with stakeholder interviews to assess the housing needs of the community. Data was not only analyzed for housing, but also for community characteristics such as population trends, employment, demographic, and comparison to other like communities.

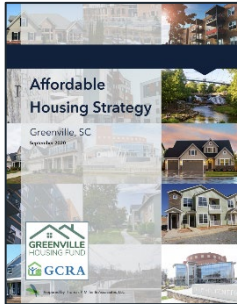
The report supplies the housing authority with concrete numbers of the housing gaps for different housing typologies. Specifically, TPMA found a shortage in housing units projected to 2035 for both affordable housing and senior housing segments. This report will supply the housing authority with the information needed to guide future project work and secure funding. The report was finalized in October 2020.

Team: Lindsay Bloos, Matt Rueff, Adriana Sudimack

Reference: Shelley Perkins, Executive Director; Sp Perkins@dekcohousing.com, 815-758-2692

Contract Value: \$40,800.00

Greenville, SC Affordable Housing Profile & Strategy



The Greenville, South Carolina metropolitan area has experienced increasing significant shortages of affordable housing for its residents. This is in response to a 2016 report that identified a projected housing gap of 9,000 units. TPMA conducted background research on current conditions, 20+ stakeholder interviews, and generated a report of recommendations. TPMA partnered in building the final strategy, establishing a clear work program and a set of metrics to track progress.

Focus areas include affordable housing preservation, new affordable housing production across a variety of typologies, location of affordable housing throughout the metro area, housing finance and regulatory tools, and affordable housing capacity and coordination. This City and County effort encompasses a \$1.4 billion affordable housing strategy to preserve and produce 13,000 affordable units over ten years via a robust public-private partnership.

Team: Lindsay Bloos, Matt Rueff, Gabriel McFadden

Reference: Bryan Brown, Executive Director; Bbrown@greenvillehousingfund.com, 614-353-7282

Contract Value: \$42,533.00

City of Hiawatha, IA Housing Needs Study



The City of Hiawatha, Iowa contracted TPMA to conduct a Housing Needs Study. The Project Team collected publicly available and proprietary data to develop an initial assessment of the city's growth trends, key industries, and demographic characteristics.

Through interviews with local developers, service providers, and realtors the Project Team identified a growing need for workforce housing, multi-family and mixed-use development, and an increased focus on young professionals given employment trends for the city. The final deliverable included an in-depth demographic analysis, a housing demand analysis for the next 10 years, and a set of local sites available for residential development. Each site profile contained a designated housing typology, target market profile, price point, and a financial source and uses analysis to determine the financial gap and project feasibility. The final product was delivered to the City Council for approval in March 2020.

Team: Matt Rueff

Reference: Kim Downs, City Administrator; Kdown@hiawatha-iowa.com, 319-393-1515

Contract Value: \$35,000.00

Fairfax City, VA Housing Study



Aaron led the development of a citywide Housing Assessment and Strategy (Report) as recommended in the City's adopted Comprehensive Plan. The ultimate purpose of the Report is to help the City determine appropriate policies, programs, and other actions to support development and/or preservation of housing types that meet the City's goals.

The final product will provide the City with an implementation plan that will guide upcoming actions to support the recommendations of the report. The Report will be adopted by City Council, and key recommendations will be incorporated into the City's Comprehensive Plan and Capital Improvement Program.

Team: Brett Wiler, Aaron Finley, Connor Waddell, Libby Bowling, Steven Gause

Reference: Eric Forman, Director; Eric.foreman@fairfaxva.gov, 703-293-7154

Contract Value: \$113,900.00

SCOPE OF WORK

Winona County is located in southeastern Minnesota and is home to approximately 50,700 people. This unique county is known for its scenic land, located along the Mississippi River and its prime agricultural land. Through original and secondary research, the Project Team will develop a strong understanding of the existing housing market to quantify housing needs, financial gaps, and common barriers that may persist in Winona County. The methodology will include data sources, statistical indicators, and engagement activities that are designed to provide data-driven solutions to key questions around southeastern Minnesota including, but not limited to, projected needs of underserved populations, commuting patterns, workforce, common barriers, financial resources, existing and recommended policy, infrastructure, and actionable strategies for long-term housing solutions. The team has completed comprehensive housing assessments across the country using a proven research methodology. This approach will provide a framework for assessment that can be tailored to the needs of Winona County. Our project team is prepared to lead the Winona County Housing Study to be completed over a period of 6 months commencing in February 2023 guided by the following scope of work.

Task 1: Project Launch & Project Management

The Project Team will facilitate a launch meeting with CEDA Leadership and the Steering Committee to make introductions, review the scope of work and deliverables, design a communication plan, and discuss any information that may help develop context for housing research. Discussion topics include:

- Scope of work, project plans, timeline, and deliverables;
- Roles and responsibilities;
- Communication preferences and monthly schedule for regular meetings;
- Desired outcomes and measures of success;
- Existing plans and programs; and
- Logistics for identifying and conducting stakeholder engagement.

TPMA values regular open communication with our clients. For this project, we propose monthly update calls throughout the process. We will use this time to provide updates and next steps for the project as well as an opportunity for feedback on the work being done and any adjustments that need to be made. We design communication schedules to build excitement and momentum for the final deliverables without creating an excess burden on County leadership. Regular communication will also ensure messaging is consistent throughout the process and provide the Committee with tools to communicate and advocate within the greater community.

Timeline & Deliverables

February 2023

Final Scope of Work & Communication Plan

Task 2: Existing Housing Stock/ Housing Issues

EXISTING PLANS

Data collection and analyses are essential to understanding the local climate as it relates to housing. TPMA will initiate background research by reviewing existing regulations, policies, and local and regional plans that result in a final report to help inform future strategic decision making for economic development and for the 2024 Winona County Comprehensive Plan. This discovery will ensure that the Project Team has identified all existing resources and local planning context to build on previous work where possible and provide the necessary background when addressing key research questions.

POPULATION / DEMOGRAPHICS

The Project Team will conduct a comprehensive analysis of County residents' demographic data and housing situations to provide context for current and future housing needs, housing types, and targeted incentive programs. Population data will be collected by income level and broken down by areas within the County. Data will include further breakdown by housing type to include ethnicity, age, income, and family size by housing type where available. ESRI Tapestry Household data will be analyzed to understand household consumer lifestyles and housing preferences.

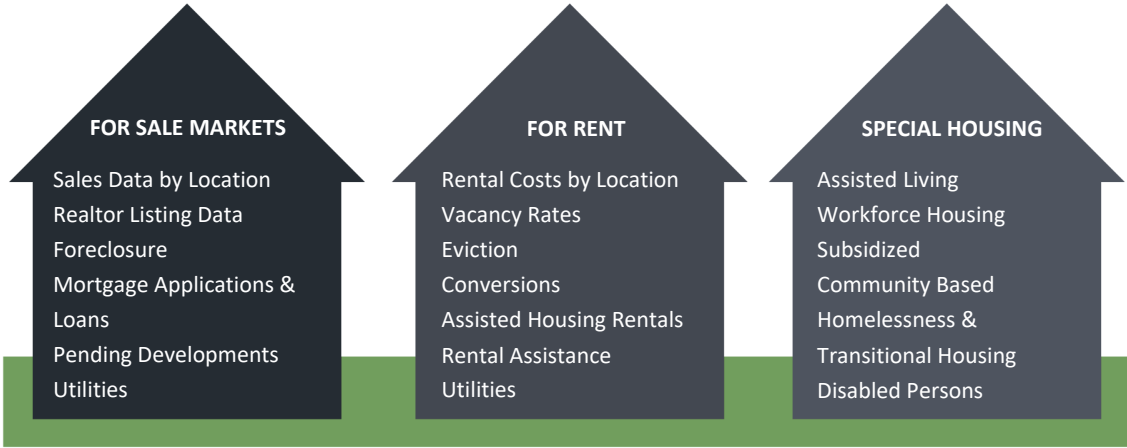


HOUSING INVENTORY

TPMA will conduct a thorough inventory of existing housing in Winona County. The inventory will include type, age, tenure, capacity, and condition of for-sale, rental, and special housing. The inventory will also outline known details of any current or planned development.

A Housing Market Analysis will determine price levels and unit types related to the current market, and supply and demand based on projected growth. TPMA will review financial data to help determine monetary resources and needs of average homebuyers, identifying key data trends that characterize the state of the local housing stock and affordability in the County based on the housing market data. Current data from local residential listing services will confirm housing values and price points for housing stock that makes up the local housing market.





TPMA will review financial data to help determine monetary resources and needs of average homebuyers, renters, and special populations. TPMA will identify key data trends that characterize the state of the local housing stock and affordability in Montrose based on the initial data collection. In addition, TPMA will complete an analysis of the for-sale housing market and rental markets in the county that integrates community profiles into in-depth analysis of access to local housing, including affordable and market rate.

TPMA will complete an analysis of the for-sale housing market and rental markets in the County that integrates the community profiles into in-depth analysis of access to local housing, including affordable and market rate.

Timeline & Deliverables

March 2023
Housing Market Analysis

Task 3: Stakeholder Engagement

TPMA will design a series of community engagement activities with nonprofits and LGU entities (SEMMCHRA, and City EDA's) that fit the needs of Winona County. TPMA will work with the Steering Committee to decide which engagement activities will provide the most useful and accurate feedback, and any associated travel cost will be negotiated with the County. TPMA is experienced in Focus Groups, One-on-One Interviews, and Surveys. The engagement plan will be designed to take place in concurrence with a communications plan that encourages participation through local organizations, and County offices. TPMA will work with the Committee to identify a variety of regional stakeholders that represent lenders, developers, special populations, investors, manufactured home vendors, builders and state housing program managers.

Timeline & Deliverables

April 2023
Summary of findings

Task 4: Future Housing Needs/Infrastructure Challenges

Building on information from the Existing Housing Inventory, TPMA will conduct a Needs, Gaps, and Barriers Analysis. TPMA will identify factors that may prevent residents and/or future residents, including regional workforce participants, from accessing suitable and affordable housing. TPMA will examine opportunity areas and define unit types best suited for the market as well as policy and incentives necessary to attract related investment.

Results of the Needs, Gaps, and Barriers Analysis will culminate in a preliminary report that will be reviewed with the Committee at a regular monthly meeting and used to inform stakeholder engagement.



A thorough infrastructure assessment will be conducted to determine infrastructure quality and gaps that must be addressed to prepare for future growth needs. The analysis will examine County infrastructure with special attention to the needs of surrounding municipalities. Identifying infrastructure needs early will provide the communities with prioritization and justification to obtain funding and to execute successful upgrades, renovations and/or system replacements.

This analysis may include the following components:

- Water distribution and sewer collections review
- Identifying infrastructure improvements needed
- Prioritizing improvements
- Initial construction cost projections
- Schedule of identifying when improvements will be necessary
- Identifying sources of funding, which will include low-interest loans and grants

Timeline & Deliverables

May 2023

Needs, Gap & Barrier Analysis

Task 5: Financial Assistance

TPMA will conduct an analysis of local, state, and federal policies related to affordable housing and development initiatives. This analysis will also investigate related funding and incentive programs including private sector, public/private programs, and local lending agencies. Roles and relationships of

local government agencies and community partners will be examined to identify collaborative strategies for sustainable investment.

Timeline & Deliverables

June 2023

Funding Landscape Report

Task 6: Recommendations

The Project Team will incorporate the data review, community engagement, market analysis, and recommendations into a final report that will include key findings and summarize the results of all data analysis and engagement.

The report will outline recommendations and goals including:

- A summary of the planning process
- Market assessment findings presented in narrative and visual format
- County profile including demographics, socioeconomics, and current planning efforts
- Summary of housing conditions, policies, gaps in availability, and barriers
- Summary of engagement outcomes
- Recommendations and supporting assumptions including:
 - Development of new affordable housing by typology
 - Preservation and rehabilitation of existing units
 - Policies to protect the most vulnerable residents from housing insecurity
- Land use planning and zoning policy strategy to support housing density
- Implementation strategies for each recommended project

TPMA will complete a final assessment, recommendations, and plan of action to maintain and increase affordable housing stock to meet the County's needs across 5- and 10- year intervals. The recommendations will estimate the projected demand for specific housing typologies, price points, and programs/policies to serve all residents. The report will outline recommendations and supporting assumptions categorized by short, mid, and long-term goals that align with a plan of action. The comprehensive assessment will include information in narrative and GIS format with supporting visuals where appropriate, in addition to other details as identified by the Project Team and Steering Committee.

Timeline & Deliverables

July 2023

Final Recommendations

BUDGET

TPMA estimates a cost of **\$70,000.00** to complete the Housing Study for Winona County. This includes all anticipated material and personnel costs.

TASK	COST
Project Launch & Project Management	\$7,705.00
Existing Housing Stock/Other Issues	\$21,075.00
Stakeholder Engagement	\$9,830.00
Future Housing Needs/Infrastructure Challenges	\$14,215.00
Financial Assistance	\$7,275.00
Recommendations	\$9,900.00
TOTAL	\$70,000.00

Current Workload

The assigned TPMA team has sufficient time allocated to fully complete the work as described. TPMA maintains an internal time-tracking system that indicates the availability for staff members, and we monitor it when assigning work and submitting proposals. We are committed to preparing and following a project work plan for the duration of the contract. Upon project launch, TPMA will finalize the work plan with the County to ensure that tasks are defined with assigned staff members and milestones for completion. Through regularly scheduled calls and emails, we will track progress against goals and provide budget updates.