City of Brookings

SPECIAL MEETING AGENDA

CITY COUNCIL

Monday, March 30, 2026, 5:30pm

City Hall Council Chambers, 898 Elk Drive, Brookings, OR 97415

A. Call to Order

B. Pledge of Allegiance

C. Roll Call

D. Staff Reports/Public Hearings/Ordinances/Resolutions/Final Orders

1. Housing Needs Analysis Contract [Pg. 1]
    a. Proposal – Green Top Planning, Development, Research [Pg. 3]
    b. Proposal – FCS, a Bowman company [Pg. 23]
    c. Proposal – Johnson Economics / MIG [Pg. 52]
    d. Proposal – Structura Naturalis Inc. [Pg. 77]

E. Adjournment

Public Comment forms and the agenda packet are available on-line at www.brookings.or.us, and at Brookings City Hall. Return completed Public Comment forms to the City Recorder before the start of the meeting or during regular business hours. All public meetings are held in accessible locations. Auxiliary aids will be provided upon request with at least 72 hours advance notification. Please contact the City Recorder at 541-469-1102 if you have any questions regarding this notice or would like to provide public comment electronically. You can view City Council meetings LIVE on television on Charter PEG Channel 181, or stream/view on the City's YouTube Channel: https://www.youtube.com/@cityofbrookingsoregon8039 clicking on "Live" or search 'City of Brookings Oregon YouTube' in your browser.

CITY OF BROOKINGS

COUNCIL AGENDA REPORT

Meeting Date: March 30, 2026

Originating Dept: PWDS

Signature (submitted by)

City Manager Approval

Subject: Housing Needs Analysis Contract

Recommended Motion:

Move to authorize the City Manager to execute a professional services contract with Green Top Planning, Development, Research for preparation of the City of Brookings Housing Needs Analysis.

Financial Impact:

The proposed contract amount is $95,197 and is paid entirely from the $100,000 Housing Infrastructure Support Fund Program grant award for Housing Needs Analysis/Housing Infrastructure Planning, Project No. HIP2503. Approximately $4,803 of the grant award remains available for eligible project costs or contingency, subject to grant requirements.

Background/Discussion:

Staff applied for and received a $100,000 grant award through Oregon's Housing Infrastructure Support Fund Program to complete a formal Housing Needs Analysis.

The grant contract provides funding to hire a qualified consultant to complete a Housing Needs Analysis and related infrastructure planning work based on the HNA outcomes.

The City issued a request for proposals for professional services to prepare the Housing Needs Analysis and received four proposals. Green Top stood out for its strong understanding of Brookings' housing and land use context, its Southern Oregon planning experience, and its use of GIS tools to support parcel-based buildable lands and housing capacity analysis. The proposal also includes an interactive ArcGIS Experience Builder community portal that will provide Brookings residents, stakeholders, Planning Commissioners, and City Council members transparent access to housing data, land inventory maps, and key findings throughout the project. Green Top also offered a clear work plan, strong principal involvement, and a scope that fit well within the grant budget. While the other firms were also well qualified, Green Top received the highest overall score from all four members of the City's RFP evaluation committee.

Continued on next page

Proposal Totals Received:

Bidder	Proposed Total
Green Top Planning, Development, Research	$95,197
FCS, a Bowman company	$99,900
Johnson Economics / MIG Inc.	$75,250
Structura Naturalis Inc.	$98,500

Attachment(s):

a. Proposal - Green Top Planning, Development, Research
b. Proposal - FCS, a Bowman company
c. Proposal - Johnson Economics / MIG
d. Proposal - Structura Naturalis Inc.

PROPOSAL FOR CONSULTANT SERVICES

Housing Needs Analysis

City of Brookings, Oregon

Submitted by:

Matt Brinkley, Principal Urban Planning Consultant | Nikki Hart-Brinkley, Principal, GIS Consultant
Phoenix, Oregon

SUBMITTED TO	PROPOSAL DUE DATE	PROJECT BUDGET
Tim Rundel, City Manager City of Brookings	4:30 PM Monday, March 2, 2026	Not-to-Exceed **$95,197**

February 24, 2026

Tim Rundel, City Manager
City of Brookings
898 Elk Drive
Brookings, OR 97415

Re: Proposal for Housing Needs Analysis Consultant Services

Dear Mr. Rundel and Members of the Selection Committee:

Green Top Planning, Development, Research is pleased to submit this proposal to provide Housing Needs Analysis (HNA) consultant services to the City of Brookings. We are a small, Southern Oregon urban planning and GIS consultancy founded specifically to serve communities like Brookings-smaller cities and rural jurisdictions that deserve excellent urban and land use planning and engaged, responsive professional service.

Our team possesses unique capabilities and experiences for this project. Matt Brinkley brings 20 years of planning experience serving both public entities and private sector clients, including hands-on execution of housing capacity analyses, Urban Growth Boundary amendments, and housing policy development. Nikki Hart-Brinkley contributes 10 years of GIS expertise serving public and private sector clients throughout Oregon, including extensive experience with buildable lands inventories, ArcGIS Urban modeling, and the design of interactive public engagement platforms.

We understand what Brookings needs: an HNA that is scaled proportionally to a small coastal community, grounded in the realities of local housing markets and infrastructure availability, compliant with applicable state requirements under SB 1537 (2024) and other applicable administrative rules and state statutes, and delivered within the HISF project budget. We also know that for a project like this, the quality of community engagement is as important as the final, technical document. Our proposal includes robust community involvement with additional suggested in-person meetings with a Stakeholder/Advisory Committee. Additionally, we recommend an interactive ArcGIS Experience Builder community portal, built and deployed as part of our scope, that will give Brookings residents, stakeholders, Planning Commissioners, and City Council members transparent access to housing data, land inventory maps, and key findings throughout the project.

Brookings is a special place, and we are genuinely invested in delivering results that will serve your community for years to come. Thank you for your consideration.

Respectfully submitted,

Matt Brinkley, AICP
Owner, Principal Urban Planning Consultant

Nikki Hart-Brinkley
Owner, Principal GIS Consultant

Green Top Planning, Development, Research

Phoenix, OR | greentoppdr.com

1. PROJECT UNDERSTANDING AND LOCAL CONTEXT

Brookings is a small coastal city with a distinct housing market shaped by geography, retirement-age demographics, a tourism-influenced economy, and limited land resources. The City's housing challenges differ meaningfully from those faced by Oregon's mid-size urban areas: land supply near the coast is constrained, infrastructure capacity can pose challenges, and the pipeline of residential development depends heavily on a relatively small number of property owners and builders. Any Housing Needs Analysis prepared for Brookings must address these and other local realities, avoiding solutions imported from other communities that simply do not fit.

We understand that the City seeks an HNA that:

- Is legally sufficient and defensible for hearings purposes, consistent with applicable provisions of SB 1537 of 2024 and other applicable state statutes and administrative rules;
- Incorporates a minimum production strategy assumption of six (6) dwelling units per net residential acre, as required for HISF-funded projects- without overstating Brookings' realistic development capacity;
- Reflects Brookings' demographic trajectory, unique land supply and housing production conditions, and its own housing goals;
- Stays within the HISF grant budget, with clear scope controls and a task-based not-to-exceed fee structure; and
- Produces a transparent, public-facing deliverable that builds community understanding and broad support for housing policy decisions.

Why This Matters for Brookings

Brookings is explicitly exempt from OAR 660-008 Housing Capacity Analysis administrative rules due to its population size. This is not an invitation to cut corners but is an opportunity to use proportional, appropriately scaled methods that accurately reflect local conditions. Our team has experience working with both OAR 660-008-compliant analyses and smaller jurisdictions where scaled methodologies are not only permitted but required for credible, defensible results. We will bring that judgment to every step of the work.

We also understand that this project is funded through HISF, which means workplan compliance, billing timelines, and grant-consistent deliverable formats are non-negotiable. We are experienced with state-funded planning contracts and will treat the November 9, 2026 completion deadline and November 18, 2026 final billing date as firm.

2. PROJECT TEAM AND QUALIFICATIONS

Green Top Planning, Development, Research is an urban planning and GIS consultancy. We are an Oregon COBID certified DBE, which means your project is 100% COBID-certified. One of the things that distinguishes us from larger competing firms is direct: when you hire Green Top, both principals are your consultants. There are no junior analysts learning on your project, no account managers diluting communication, and no GIS work handed off to a subcontractor. You will work directly with Matt and Nikki from kickoff to final adoption.

Matt Brinkley, AICP - Lead Planner / Project Manager

Principal, Green Top Planning, Development, Research | 20 Years Planning Experience

Matt brings two decades of planning practice to this project, with a career-long focus on housing policy and comprehensive long-range planning. His experience spans all scales- from small rural communities to Oregon's eighth-largest city- and includes direct authorship and oversight of the exact work products this HNA requires.

Directly Relevant Experience

- Housing Capacity Analysis and Goal 14 Locational Study, City of Jacksonville Urban Growth Boundary for private client (in progress): As principal researcher and project manager, leading a full HCA and UGB amendment analysis on behalf of a private client for a small Oregon city, coordinating with DLCD and a multidisciplinary team.
- Eagle Point SB1537 One-time Site Addition UGB Amendment (expected completion May 2026): Delivered a complete set of adoption-ready applications, findings, and zone change documentation for a one-time site addition under SB 1537 (2024) provisions. Coordinated with Jackson County and DLCD through local adoption.
- Talent Residential Buildable Lands Inventory Update: Authored Findings of Fact and Conclusions of Law, demonstrating command of Oregon's BLI methodology and hearings-ready documentation standards.
- Planning Director, City of Medford (2017–2024): Oversaw completion of Medford's Urban Growth Boundary Amendment and updated Housing Capacity Analysis and Housing Production Strategy; established Medford's affordable housing program including the Housing Opportunity Fund (HOF) and multiple unit property tax exemption program; led housing-related land use regulation updates to reduce barriers to housing development.
- Planning Director, City of Phoenix (2014-2016): Oversaw completion of updated Housing Needs Analysis
- City of Dallas La Creole Node Master Plan update: Provided comprehensive plan and land development code policy recommendations to support implementation of updated area plan (also produced by Green Top).

Oregon Regulatory Expertise

- SB 1537 (2024) / Oregon Laws 2024, Chapter 110: Direct working experience with site addition provisions and production target requirements.
- OAR 660-008 and its applicability thresholds: Well-versed in when full compliance is required versus when proportional methods are appropriate for small jurisdictions.
- DLCD coordination and grant compliance: Experienced with state grant-funded planning projects and agency review processes.

Matt is a published author on market-based approaches to urban land use management and a frequent presenter at the League of Oregon Cities, APA Oregon, and Seminar Group Land Use Law conferences.

Nikki Hart-Brinkley — GIS Lead / Community Engagement Platform

Principal, Green Top Planning, Development, Research | 10 Years Oregon Public Sector GIS Experience

Nikki provides GIS expertise that most planning firms must subcontract. Her work is embedded in the analytical and community engagement core of this project- not added as a separate deliverable layer. She has spent a decade delivering geospatial solutions for Oregon public agencies, including direct experience with the exact GIS work products this HNA requires.

Directly Relevant Experience

- Buildable Lands Inventories: Delivered complete GIS-based BLI products for Oregon jurisdictions, including vacant/partially-vacant parcel classification, constraint analysis, and density modeling.
- ArcGIS Urban Modeling: Experienced with the ESRI ArcGIS Urban platform for 3D land use and development capacity modeling- a powerful tool for visualizing housing capacity assumptions that can be incorporated into Brookings' HNA.
- UGB Amendment GIS Analysis: Provided spatial analysis and map products supporting UGB amendments for multiple Oregon cities.
- Wildfire Recovery Tracking (2,600+ structures): Led GIS-based tracking system for post-disaster recovery- demonstrating the ability to build purpose-specific, public-facing GIS applications under demanding conditions.
- Jackson and Tillamook Counties: Leads spatial technology roadmap and GIS strategy, representing agency interests with diverse stakeholders and presenting in public meetings.
- Provide analysis related to coastal communities' need to balance workforce housing with short term rentals.
- RVCOG Technical Services Lead (2015–2021): Coordinated regional geospatial services for 24 member agencies across two counties. Served as Regional Census Liaison for the 2020 Decennial Census, with experience applying Census demographic data to planning analysis.

GIS Platform Expertise

- ESRI ArcGIS Online, Experience Builder, ArcGIS Urban, Survey123, Field Maps, Hub, Dashboards
- ArcGIS Pro and ArcMap advanced analysis and cartography
- Custom application development and third-party integrations

Nikki is Co-Chair of GIS in Action Conference (Oregon's premier GIS event), and an avid supporter of regional GIS collaborations.

3. PROPOSED SCOPE AND METHODOLOGY

Our approach is built around four commitments: technical rigor and accuracy; a transparent, community-accessible and empowering engagement process; useful deliverables that will meaningfully support decision making and beneficial policy outcomes long after our work is complete; and disciplined scope and budget management throughout the project.

Technical Approach

Task 1: Project Initiation and Management

We will conduct a kickoff meeting with City staff within two weeks of contract execution to align on scope, data sources, key assumptions, and schedule. We propose holding regular calls with staff throughout the project, with additional check-ins at critical milestones. We also suggest the formation of a stakeholder/steering committee comprised of staff-selected members. This committee serves to review and refine our work at each milestone. Our project management approach is built around a clear written schedule shared with City staff from day one, with milestone dates tied to engagement events and draft deliverables.

We will document all key assumptions-including planning horizon, demographic methodology, and production strategy assumptions-in a concise 1–3 page summary memo circulated for City review prior to beginning substantive analysis. This prevents mid-project course corrections and keeps the project within scope and budget.

Task 2: Housing Need Inputs and Assumptions

The goal of this task will be to characterize and understand Brookings' current and future needs that are likely to occur over the planning period. In doing so, we will examine

- Brookings overall historical population trend;
- Demographic composition;
- Current state of Brookings housing inventory;
- Factors affecting housing availability and affordability.

To that end, we will review the housing production target for the City of Brookings established in the Oregon Housing Needs Analysis 2026 Production Targets and Oregon Population Forecast Program projection, identifying any anomalies or extraordinary conditions that would need to be addressed in the Housing Needs Analysis or that may provide important insights into Brookings current housing need. The OHNA, for example, is intended to address housing production challenges experienced by communities impacted by the local market for second homes and vacation rentals. Such data can be helpful in gaining an accurate understanding of the overall availability of housing and impacts to housing affordability.

In addition to this information, our demographic analysis will draw on Oregon population data and census information augmented with modernized data sources. We will also review local and regionally significant employment and economic activity data with potential impacts on population growth and composition.

In addition to identifying information needed to understand demographic trends that influence housing demand, we will identify best available data sources to characterize and assess Brookings' current housing inventory, identifying local trends in the development of different types of needed housing.

Potential additional data sources may include building permit and land use decision records, as well as interviews with members of the development community.

Task 3: Residential Land Inventory (GIS-Based)

This is where our integrated planning-GIS team delivers exceptional value. Nikki will build a complete, City-compatible GIS-based residential land inventory that clearly distinguishes total residentially-zoned land, buildable land, and land realistically available for development during the planning horizon. The inventory will:

- Classify vacant, partially vacant, and potential redevelopment parcels using current assessor data, aerial imagery, and field verification as needed;
- Apply documented constraint analysis (slope, flood hazard, critical areas, infrastructure availability) with transparent net-to-gross assumptions;
- Be delivered in a format compatible with Brookings' existing GIS environment with close collaboration with LCOG and other RLID partners; and
- Serve as the data foundation for the interactive community portal (see Engagement section below).

Matt will review all inventory classifications and constraint assumptions, ensuring the product is ready for public hearing.

Task 4: Development Capacity and Density Analysis

Working from the residential buildable land inventory developed in Task 3, we will evaluate residential development capacity by zoning designation (R-1, R-2, R-3), by developing and analyzing historical baseline, moderate, and higher density development scenarios. All scenarios will be compared against the underlying minimum six (6) dwelling units per net residential acre.

We will clearly document all density assumptions and methodology, identifying gaps between housing need and capacity, and present findings in plain-language tables accessible to non-technical audiences.

Where capacity gaps exist, we will begin identifying the regulatory and infrastructure factors contributing to those gaps- laying the groundwork for Task 6.

Task 5: Draft and Final Housing Needs Analysis Report

Although the work products generated through Tasks 1-4 are standalone components, they will be integrated, along with additional information, in a single, final document. Pending review and acceptance by Brookings staff and decision makers, we anticipate that the report will follow this basic outline:

- Summary of Key Findings
- Regulatory and Policy Foundations and Process
- Population Trends and Characteristics Influencing Housing Demand
- The State of Brookings' Housing Inventory
- Residential Buildable Lands Inventory Summary
- Demand for Residential Land
- Estimated Housing Land Capacity
- Conclusions and Policy Recommendations

The report will include appendixes, as needed, that contain supporting data and information used in the production of the report. This simplifies assembly of the record of adoption of the report.

Task 6: Targeted Implementation Framework

The HNA Report itself will contain high level policy recommendations that may be pursued by the City of Brookings in the future. We will work with the City to identify the 3 to 5 strategies that are likely to be most effective based on local housing goals developed through the Housing Needs Analysis. These strategies will consist of regulatory reforms that lower or remove barriers to housing production or policy interventions that can accelerate housing production, each driven by a measurable goal or objective that addresses a deficiency identified in the HNA. Each strategy will be accompanied by a description of its potential benefits and cost, and guidance for final implementation action.

Community Engagement Approach

We believe that meaningful community engagement is not a checkbox- it is one of the most important investments a city can make in a planning process. For a project like this HNA, where the findings will shape housing policy and land use decisions for years to come, engagement that is transparent, accessible, and genuinely interactive builds the community trust that makes adoption possible.

Interactive Community Engagement Portal

As a core component of our engagement approach- and included within our proposed fee- we will design and deploy a custom ArcGIS Experience Builder community portal for the Brookings HNA. This tool will provide Brookings residents, Planning Commissioners, and City Council members with live, web-accessible access to:

- Interactive maps of the residential land inventory, with parcels classified by development status and zoning;
- Density and capacity visualization by zone and neighborhood;
- Key HNA findings presented in plain language, updated as the project progresses;
- Background data sources and methodology documentation; and
- A timeline showing where the project stands and what comes next.

Why an Interactive Portal Matters

Tools like Brookings' community portal give residents and decision-makers the ability to explore housing data on their own terms- zooming into their neighborhood, comparing zoning scenarios, and understanding the data behind policy recommendations. This transparency builds consensus in a way that static PDFs and one-way presentations cannot. It also means that Planning Commissioners and City Council members arrive at work sessions already oriented to the data, making those meetings more productive and decisions better-informed. This kind of platform, which can cost thousands of dollars from a specialty vendor, is built in-house by our team.

Required & Recommended Engagement Meetings

Although we do believe that technology, like the Community Engagement Portal, can empower community members through transparency and improve the public process, we also firmly believe in the value of connecting with the communities we serve. And there is no substitute for being available, in person whenever possible, to build those relationships. In addition to the interactive portal and regular check-in meetings with staff, our engagement plan includes in-person and virtual meetings.

- Task 1 Project Kickoff Meeting with City Staff: Refine scope, assumptions, and schedule. Discuss process for creating a stakeholder/advisory group. Establish regular coordination meetings. We plan to attend this meeting in person.
- Task 2 Stakeholder/Advisory Group Meeting: We will facilitate a focused session to discuss key assumptions, identify local housing issues and priorities, and explain the HNA methodology to non-technical stakeholders. We plan to attend this meeting in person.
- Task 2 and 3 Virtual Meeting with City Staff: Milestone meeting to discuss the results of both Technical Memorandum #1 and the Draft Buildable Lands Inventory to collect staff feedback.
- Task 3 Stakeholder/Advisory Group Meeting: Meeting to discuss Draft Residential Buildable Lands Inventory and collect feedback. We plan to attend this meeting in person.
- Task 4 Virtual Meeting with Staff: Milestone meeting to discuss the results of the Development Capacity and Density Analysis and collect feedback.
- Task 4 Stakeholder/Advisory Group Meeting: Meeting to discuss Development Capacity and Density Analysis and collect feedback. We plan to attend this meeting in person
- Task 5 Virtual Meeting with Staff: Milestone meeting to discuss the results of the Draft Housing Needs Analysis Report and collect feedback.
- Task 5 Stakeholder/Advisory Group Meeting: Meeting to discuss Draft Housing Needs Analysis Report and collect feedback. We plan to attend this meeting in person.
- Tasks 2-5 Open House: Present Technical Memo 1, Draft Residential Land Inventory, Development Capacity and Density Analysis, and Draft Housing Needs Analysis Report in an in-person, public forum. This meeting will be held the day prior to the joint Planning Commission and City Council Study Session.
- Joint Planning Commission and City Council Study Session: We will present key findings, walk through the land inventory and capacity analysis, collect feedback to inform the final HNA, discuss policy implications, address questions, and discuss summary results from stakeholder and open house meetings. We will prepare accessible presentation materials and coordinate closely with staff on timing and materials. We plan to attend this meeting in person.
- Planning Commission Meeting: Presentation of final materials and discussion for recommendation to council.
- City Council Hearing: Presentation of final materials and discussion for adoption.

All meeting materials will be prepared and provided to City staff in advance. We will prepare brief follow-up summaries for each meeting documenting input received and how it informed subsequent work. In addition to enhanced communications between project participants, documenting process and public involvement throughout the project makes preparing a formal record with Statewide Planning Goal 1 much easier. It is also helpful for grant tracking and administration.

4. PROPOSED PROJECT SCHEDULE

The following schedule assumes a contract execution date in mid-March 2026. All dates are tied to draft deliverables and engagement milestones. The project will be completed no later than November 9, 2026, with final billing by November 18, 2026.

PHASE	KEY ACTIVITIES / DELIVERABLES	TIMING
Contract Execution & Kickoff	Execute contract; conduct kickoff with City staff; finalize schedule; assumptions memo circulated	April 2026
Task 1 Complete	Final project schedule; key assumptions summary delivered	April 2026
Task 2: Needs Analysis	Review state production targets; confirm demographic assumptions; draft technical memo; meeting with city staff; meeting with stakeholder group; final Tech memo 1 completed and delivered to city	May 2026
Engagement Portal Launch	Interactive community portal deployed and linked from City website	May 2026
Task 3: Residential Buildable Land Inventory	GIS-based residential land inventory draft complete; staff review; stakeholder meeting; final inventory delivered to city	June 2026
Task 4: Capacity Analysis	Draft development capacity tables and density analysis complete; meeting with city to discuss results; stakeholder meeting; final capacity analysis delivered to city	July 2026
Task 5: Draft HNA	Complete draft HNA submitted to City staff for review; follow up meeting with staff; stakeholder meeting	August 2026
Tasks 2-5 Open House	Open house forum to discuss Task 2-5 findings	August 2026
Joint Planning Commission and City Council Work Session	Present findings, answer questions, and receive feedback.	August 2026
Revised Draft HNA	Revised draft incorporating staff, public, Planning Commission, and City Council comments	September 2026
Task 6: Implementation Memo	Targeted implementation framework memo submitted to city	September 2026
Planning Commission Meeting	Planning Commission Meeting on final HNA recommendations	October 2026
City Council Meeting	City Council Hearing on final HNA adoption	October 2026
Project Closeout	Final billing submitted; all GIS data transferred to City	November 18, 2026

This schedule provides substantial buffer before the November 9, 2026 deadline while allowing adequate time for City staff review, engagement activities, and a single round of revisions. We do not anticipate scope creep issues; any work outside the agreed scope requires written City authorization before proceeding.

5. COBID GOOD-FAITH EFFORTS (Attachment B)

Green Top Planning, Development, Research is an Oregon **COBID-certified DBA**, Certificate #15679. 100% of the project will be completed by principal staff and no work will be outsourced to external subcontractors.

Item	Good-Faith Effort Requirement	Status / Notes
a	Attend pre-proposal meetings to inform COBID firms of opportunities.	Not required
b	Identify feasible sub-tasks suitable for COBID subcontractors.	No sub-tasks identified
c	Advertise subconsulting opportunities in general, trade, and COBID-targeted publications.	Not required
d	Send written notices to COBID-certified firms with sufficient lead time.	Not required
e	Follow up with COBID firms to confirm interest.	Not required
f	Provide adequate information for COBID firms to prepare bids.	Not required
g	Negotiate in good faith with interested COBID firms.	Not required
h	Assist with bonding, credit, or insurance requirements as needed.	Not required
i	Make reasonable efforts expected to produce COBID participation.	Not required
j	Use assistance from community and contractor organizations supporting COBID outreach.	Not required

6. COBID GOOD-FAITH EFFORTS (Attachment C)

Green Top Planning, Development, Research is an Oregon **COBID-certified DBA**, Certificate #15679. 100% of the project will be completed by principal staff and no work will be outsourced to external subcontractors.

Firm Name	Certification Type	Task or Service	Dollar Amount	Percent of Contract (%)
Green Top Planning, Research, Development	Disadvantaged Business Entity, Oregon Certification Number 15679	NAICS 541320: LAND USE PLANNING SERVICES NAICS 541370: GEOGRAPHIC INFORMATION SYSTEM (GIS) BASE MAPPING SERVICES NIGP 96194: ZONING, LAND USE STUDIES NIGP 96252: MAPPING AND GEOGRAPHICAL INFORMATION SYSTEMS (GIS) SERVICES, INCLUDING CARTOGRAPHY AND SURVEYING SERVICES	$95,197	100%

7. FEE PROPOSAL — Attachment D (Budget Breakdown)

Our fee proposal is structured as a task-based, not-to-exceed (NTE) total of $95,197. This is below the $100,000 HISF project budget cap, preserving $4,803 for City-side contingency. All pricing includes principal time, travel to Brookings for in-person meetings, and the custom interactive community engagement portal. Optionally, the City may elect to convert some or all of the in-person Stakeholder/Advisory Committee meetings to virtual, a cost savings of approximately $1,350 in travel-related expenses per meeting, up to approximately $6,750 in additional reserve for City-identified contingency. A detailed Fee Proposal is provided digitally to the City Manager as part of this proposal.

Task	Description of Work	NTE Cost
Task 1	Project Initiation and Management: Prepare draft summary materials, in-person kickoff meeting, schedule, assumptions memo delivery	$9,659.50
Task 2	Housing Need Inputs and Assumptions: state target review, demographic analysis, in-person stakeholder meeting, staff meeting follow up, technical memorandum #1	$15,199.50
Task 3	Residential Land Inventory: GIS-based parcel inventory, constraint analysis, net-to-gross methodology, in-person stakeholder meeting, milestone staff meeting, City-compatible GDB data delivery with metadata, technical memorandum #2	$18,174.50
Task 4	Development Capacity and Density Analysis: capacity modeling by zone, gap analysis, density tables, draft materials, in-person stakeholder meeting, milestone staff meeting, technical memorandum #3	$14,569.50
Task 5	Draft HNA Report: report writing, staff meeting, in-person stakeholder meeting, milestone staff meeting, presentation materials preparation, open house	$23,365.00
Task 6	Targeted Implementation Framework: implementation memo with 3–5 prioritized regulatory/infrastructure actions, milestone staff meeting	$14,229.00
Task 7	Staff, Stakeholder, Planning Commission, and City Council Engagement: All tasks assume a baseline of 4 hours for each of 2 principal staff to engage in email communication and check-in meetings. All milestone meetings with staff, travel, and on-site stakeholder and public meetings are included in the Task NTE cost. See digital Fee Proposal for a detailed cost breakdown.	
TOTAL NTE	All tasks, travel, and deliverables included	**$95,197.00**

Hourly Rates for Additional Services

Should the City authorize additional services in writing beyond the scope defined above, the following hourly rates apply:

Service	Hourly Rate
Principal Planning Services (Matt Brinkley, AICP)	**$205/hour***
Principal GIS Consulting Services (Nikki Hart-Brinkley)	**$185/hour***
	***Rates are ODOT approved**

Budget Assumptions

- GIS data will be gathered from the GIS platform created by LCOG and will include parcel data, zoning data, and any existing GIS layers.
- City staff will provide one consolidated round of comments on the draft HNA within three weeks of submission.
- The fee proposal assumes one draft and one final HNA. Additional draft cycles require written City authorization and will be billed at hourly rates.
- No data purchases are anticipated; any data acquisition costs will be pre-approved in writing.

CERTIFICATIONS AND SIGNATURE

Green Top Planning, Development, Research certifies that:

- All information provided in this proposal is accurate and complete;
- The firm meets the independent contractor standards of ORS 670.600;
- The firm is not currently in violation of any Oregon tax laws;
- The firm will comply with all HISF grant conditions and applicable Oregon statutes;
- The firm will obtain a City of Brookings business license as required by BMC 5.05.060 prior to beginning work;
- The firm has reviewed: Standard Public Contract, Good-Faith Efforts Checklist, COBID Participation Plan Table, Price Form, and Statutory Provisions and confirms compliance.

Matt Brinkley, AICP — Principal, Urban Planning
Green Top Planning, Development, Research

Nikki Hart-Brinkley — Principal, GIS
Green Top Planning, Development, Research

Federal TID: 82-1372506

Date

Matt Brinkley, Urban Planning & Land Use Consultant

PROFESSIONAL SUMMARY

Urban Planning Consultant with 20 years of experience as an urban planner working in the public and private sectors in Oregon and Michigan. A career multi-disciplinarian, I have focused my practice on housing policy and long-range planning; Urban Growth Boundary planning and amendments; land development entitlement procurement.

EXPERIENCE

Owner, Principal Land Use and Urban Planning Consultant

Green Top Planning, Development, Research | September 2024 - Present

Key Consulting Engagements:

- Urban Growth Boundary Amendments: Worked with property owner/developer team to expand Eagle Point's UGB using provisions in SB1537 of 2024. As principal researcher and project manager, collaborate with a multidisciplinary team to expand Jacksonville's Urban Growth Boundary to accommodate land for workforce housing and employment development.
- Long Range Planning City of Talent Gateway Redevelopment and long-range planning and development code amendment projects
  Managed RFQ process for the redevelopment property owned by Talent Urban Renewal Agency.
- Development Services: Managed project development for 330-dwelling unit, mixed-use neighborhood development, including environmental permitting, land use entitlements, and project financial analysis for large local developer.

Featured Project Deliverables:

- Complete set of adoption-ready applications and findings for the Eagle Point One-time Site Addition UGB amendment, annexation, and zone change. Coordinated with other reviewing entities, including Jackson County and the Department of Land Conservation and Development—local adoption completed October 2025
- Draft Housing Capacity Analysis and Goal 14 Locational Study for Jacksonville, OR UGB amendment—in progress
- Findings of Fact and Conclusions of Law for City of Talent Residential Buildable Lands Inventory Update
- City of Talent Climate Friendly Area Overlay Zone development code amendment, including findings of fact and conclusions of law
- City of Dallas LaCreole Node Conceptual Development Plan
- Engineering services Request for Proposals for PIER funded public infrastructure improvement project, RFQ for Talent Gateway redevelopment

Planning Director

City of Medford, Oregon | January 2017 - August 2024

- Oversaw completion of Medford's Urban Boundary Amendment.
- Developed Housing and Community Development Division and led the creation of Medford's affordable housing program including identification of dedicated funding sources and the City's Construction Excise Tax-supported Housing Opportunity Fund (HOF) and Multiple Unit Property Tax Exemption (MUPTE).
- Led initiatives to update the City's housing related land use regulations in order to reduce regulatory

barriers to residential development, particularly the development of “middle” housing types.
- Led department involvement in Medford’s 2018 Transportation System Plan update, including public participation and management of the comprehensive plan amendment process.
- Led the production of Medford’s first Climate Change Adaptation and Resilience Plan.

URBAN PLANNING AND DEVELOPMENT TECHNICAL EXPERTISE

Technical Capabilities and Specialized Services

- Trimble Sketchup
- Adobe Creative Cloud
- Development of development proforma financial modeling and fiscal impact analysis
- Conceptual site and neighborhood development plans

INDUSTRY LEADERSHIP

- Panelist at AARP Housing Summit, Medford, Oregon 2018; Southern Oregon Planners Network, 2018, 2019; League of Oregon Cities Spring Conference, Ashland, Oregon 2019; Seminar Group Annual Land Use Law, 2018, 2020, 2022, 2023, 2024
- Publications: “Using Transfer of Development Right as a Market-Based Approach in Urban Land Use Management” by Matt Brinkley & Patricia Machemer for Financing Economic Development in the 21st Century, second edition, edited by Sammis White and Zenia Kotval

EDUCATION & PROFESSIONAL DEVELOPMENT

Masters of Urban and Regional Planning
Michigan State University

Bachelor of Arts, Political Theory and Constitutional Democracy
Michigan State University

Nikki Hart-Brinkley, Geographic Information Systems Consultant

PROFESSIONAL SUMMARY

Expert GIS Consultant with 10 years of experience delivering geospatial solutions and leading GIS operations for public entities throughout Oregon. Specializing in ESRI systems administration, custom application development, and integrating GIS capabilities into customer workflows for improved business outcomes. Recognized leader in regional GIS initiatives.

EXPERIENCE

Owner, Principal GIS Consultant

Green Top Planning, Development, Research | January 2022 - Present

Key Consulting Engagements:

- GIS Consultant to Jackson and Tillamook Counties: Lead spatial technology roadmap and strategic planning initiatives, data and project development across multiple departments, represent department interests with diverse stakeholders, provide presentations in public meetings
- Municipal GIS Administration: Provide complete ESRI administration and GIS services to Oregon municipalities, including system architecture, training, and technical support
- Land Use Planning Analysis: Deliver comprehensive GIS analysis for urban growth boundary amendments, buildable lands inventories, and housing capacity studies

Featured Project Deliverables:

- ArcGIS Urban project and plan modeling
- Buildable Lands Inventories
- Urban Growth Boundary Amendment analysis and map products
- Comprehensive Plan and Zoning analysis and map products
- Public Works and Field Operations Web Applications
- Wildfire Recovery Tracking System (2,600+ structures)
- Regional Imagery Program Administration
- CRS Flood Insurance program compliance
- Analysis for grant-funded projects through USDA, OWEB, DLCD, and FEMA

Technical Services Coordinator

Rogue Valley Council of Governments | December 2015 - December 2021

- Coordinated regional geospatial services for 24 member agencies across two counties and two metropolitan planning organizations
- Led regional GIS resource coordination between public and private sectors
- Administered drone services program, coordinating projects and services between drone pilots and member agencies
- Regional Census Liaison for 2020 Decennial Census operations
- Secured funding and established regional imagery acquisition program, now in its sixth year

CORE GIS & TECHNICAL EXPERTISE

GIS Platform Management & Application Development

- ESRI Account Administration, contract negotiation, and licensing management
- ArcGIS Pro and ArcMap Desktop advanced analysis and cartography
- ESRI ArcOnline, Experience Builder, Survey123, Field Maps, Story Maps, Hub, Dashboards, and ArcGIS Urban implementation
- Field Asset Management Systems design and implementation
- Third-party application integrations

Specialized Services

- GIS strategy, roadmaps, and implementation plans
- Engagement and consensus building across diverse stakeholder groups
- GIS analysis and deliverables production within the context of federal, state, and local legal and regulatory frameworks

INDUSTRY LEADERSHIP

- Co-Chair, GIS In Action Conference (2023-2026) - Oregon's premier GIS event
- ESRI International User Conference and Nearmap Australia Conference presentations
- Technical Advisory Committee Member, Oregon Geospatial Information Council
- Lead, Southern Oregon Regional GIS Technical Advisory Committee
- Board Member, Oregon Urban and Regional Information Systems Association
- Mentor, ORURISA Emerging Professionals Program

EDUCATION & PROFESSIONAL DEVELOPMENT

Graduate Certificate, Geographic Information Systems
Oregon State University

Bachelor of Arts, Anthropology
Western Michigan University

Continuous Professional Development:

- ESRI User Conference, GIS In Action Conference, and technical workshops
- ESRI advanced spatial analysis and application development courses
- Member, Women Entrepreneurs of Southern Oregon
- Monthly professional development coaching

GREEN TOP PLANNING, DEVELOPMENT, RESEARCH

FEE PROPOSAL SUMMARY | Housing Needs Analysis | City of Brookings, Oregon

Not-to-Exceed Total: $95,197

Task	Matt Brinkley Hrs	Matt Brinkley Labor $	Nikki Hart-Brinkley Hrs	Nikki Hart-Brinkley Labor $	Travel & Direct Costs $	Task Total $	% of Total
Task 1: Project Initiation & Management	27	$5,535.00	15	$2,775.00	$1,349.50	$9,659.50	10.1%
Task 2: Housing Need Inputs & Assumptions	48	$9,780.00	22	$4,070.00	$1,349.50	$15,199.50	16.0%
Task 3: Residential Land Inventory	18	$3,690.00	71	$13,135.00	$1,349.50	$18,174.50	19.1%
Task 4: Development Capacity & Density Analysis	32	$6,560.00	36	$6,660.00	$1,349.50	$14,569.50	15.3%
Task 5: Draft HNA Report	62	$12,710.00	42	$7,770.00	$2,885.00	$23,365.00	24.5%
Task 6: Targeted Implementation Framework	40	$8,200.00	18	$3,330.00	$2,699.00	$14,229.00	14.9%
GRAND TOTAL — ALL TASKS	**227**	**$46,475.00**	**204**	**$37,740.00**	**$10,982.00**	**$95,197.00**	**100.00%**

REQUIRED & RECOMMENDED ENGAGEMENT MEETING SCHEDULE

Meeting	Type	Task	Scheduled	Matt BrinkleyAttends	Nikki Hart-BrinkleyAttends
Kickoff Meeting with City Staff	IN-PERSON	1	April 2026	✓	✓
Stakeholder/Advisory Group Meeting #1-Assumptions	IN-PERSON	2	May 2026	✓	✓
Tasks 2 & 3 Milestone Virtual Meeting with City Staff	VIRTUAL	3	June 2026	✓	✓
Stakeholder/Advisory Group Meeting #2-Draft BLI	IN-PERSON	3	June 2026	✓	✓
Task 4 Milestone Virtual Meeting with City Staff	VIRTUAL	4	July 2026	✓	✓
Stakeholder/Advisory Group Meeting #3-Capacity	IN-PERSON	4	July 2026	✓	✓
Task 5 Milestone Virtual Meeting with City Staff	VIRTUAL	5	August 2026	✓	✓
Stakeholder/Advisory Group Meeting #4-Draft HNA	IN-PERSON	5	August 2026	✓	✓
Tasks 2–5 Community Open House (Day 1 of 2-day trip)	IN-PERSON	5	August 2026	✓	✓
Joint PC & City Council Study Session (Day 2)	IN-PERSON	5	August 2026	✓	✓
Task 6 Milestone Staff Meeting	VIRTUAL	6	Sept 2026	✓	✓
Planning Commission Meeting-Final HNA	IN-PERSON	6	October 2026	✓	✓
City Council Hearing-Final Adoption	IN-PERSON	6	October 2026	✓	✓

March 2, 2026

Tim Rundel
City Manager
City of Brookings
898 Elk Drive
Brookings, OR 97415

RE: Housing Needs Analysis Consultant Services

Mr. Rundel:

The City of Brookings (City) seeks assistance with the preparation of a legally defensible, appropriately scaled Housing Needs Analysis (HNA) that meets local objectives and satisfies SB 1537 (2024). The result will be a clear, transparent analysis and action plan for the City. The HNA must be consistent with the Oregon Housing Needs Analysis production targets and allow at least six dwelling units per acre. FCS, a Bowman company (FCS), has conducted over 30 similar HNA assignments throughout Oregon and the western United States, including detailed land capacity studies and policy actions that distinguish between total zoned land, buildable land, and land that is market-ready for development.

Highlights of this proposal include:

Ideal Match for this Project

FCS has worked with over 100 cities, counties, and special districts throughout Oregon and the western U.S. for over three decades. We have successfully completed dozens of HNAs and Housing Production Strategies with detailed land capacity analyses for coastal and small communities. We integrate land use planning, GIS mapping, development capacity analysis, infrastructure capacity, and real estate market economics to distinguish between total zoned land, buildable land, and land that is market ready for housing and mixed-use development. We also provide unique experience in infrastructure and transportation funding and capital facility programing. Our subconsultant, Greene Economics, is a women-owned business that provides additional focus on best practices and analyses of the social, environmental and economic return on investment for selected catalyst projects.

Effective Budget-Conscious Work Plan

FCS understands the City's emphasis on scope control and delivery of all interim and final work products.

Our work plan includes:

- A GIS-based residential land inventory, with interactive user-friendly maps and graphics.
- Development capacity analysis focused on achieving the six units per net acre production goal.
- Identification of market-supportable housing needs and infrastructure/land capacity gaps.
- A concise implementation framework with detailed analysis of up to 5 catalyst sites and high-impact regulatory and infrastructure investment actions.

Team Experience

Principal-in-Charge Todd Chase, and Project Manager Tim Wood, offers more than 50 years of combined experience preparing Housing Needs Analyses and residential land inventories throughout Oregon and nationally. Owen Ransom, VP of Innovation and Technology, will provide GIS mapping and infrastructure assessment expertise. Bea Covington of Greene Economics will provide policy analysis focused on optimizing the ROI for potential catalyst projects aimed at achieving the City's housing goals. Backed by a 30-person staff, our team has the capacity and availability to support the City's needs efficiently and effectively.

Our Oregon coastal planning and consulting experience includes but is not limited to:

- Coos Bay HNA Refinement and Housing Production Strategy
- Coos Bay-North Bend Water Board Financial Consulting
- Bandon HNA
- Florence HNA and EOA
- Yachats HNA
- Lincoln City HNA & EOA
- Tillamook County HNA & EOA
- Newport SDC and Infrastructure Funding Strategy
- Astoria Infrastructure Cost Recovery
- Port of Brookings Harbor Strategic Plan
- Port of Gold Beach Strategic Plan

Identification

FCS assigned professional staff shall conduct this assignment from our Oregon location and intend to provide in-person attendance at key meetings in Brookings. FCS acknowledges and agrees to the City of Brookings Standard Public Contract (Attachment A) and statutory provisions (Attachment E) We look forward to the opportunity to work with the City of Brookings. As Principal, I, Todd Chase, am authorized to legally bind this proposal and cost estimate. Please contact me with any questions.

Sincerely,

Todd Chase, AICP, LEED
Principal Economist
503.374.0676
todd.chase@bowman.com

Tim Wood
Project Manager and Sr. Economist
503.841.6543
tim.wood@bowman.com

FCS, a Bowman company
Watermark I
4380 S. Macadam Ave., Suite 280
Portland, OR 97239
503.841.6543
fcsgroup.com | bowman.com



This PDF is interactive, with links throughout the proposal to facilitate easy navigation.

The table of contents provides direct links to each section and a "Return" button (pictured below) is included at the top left of each page for your convenience.

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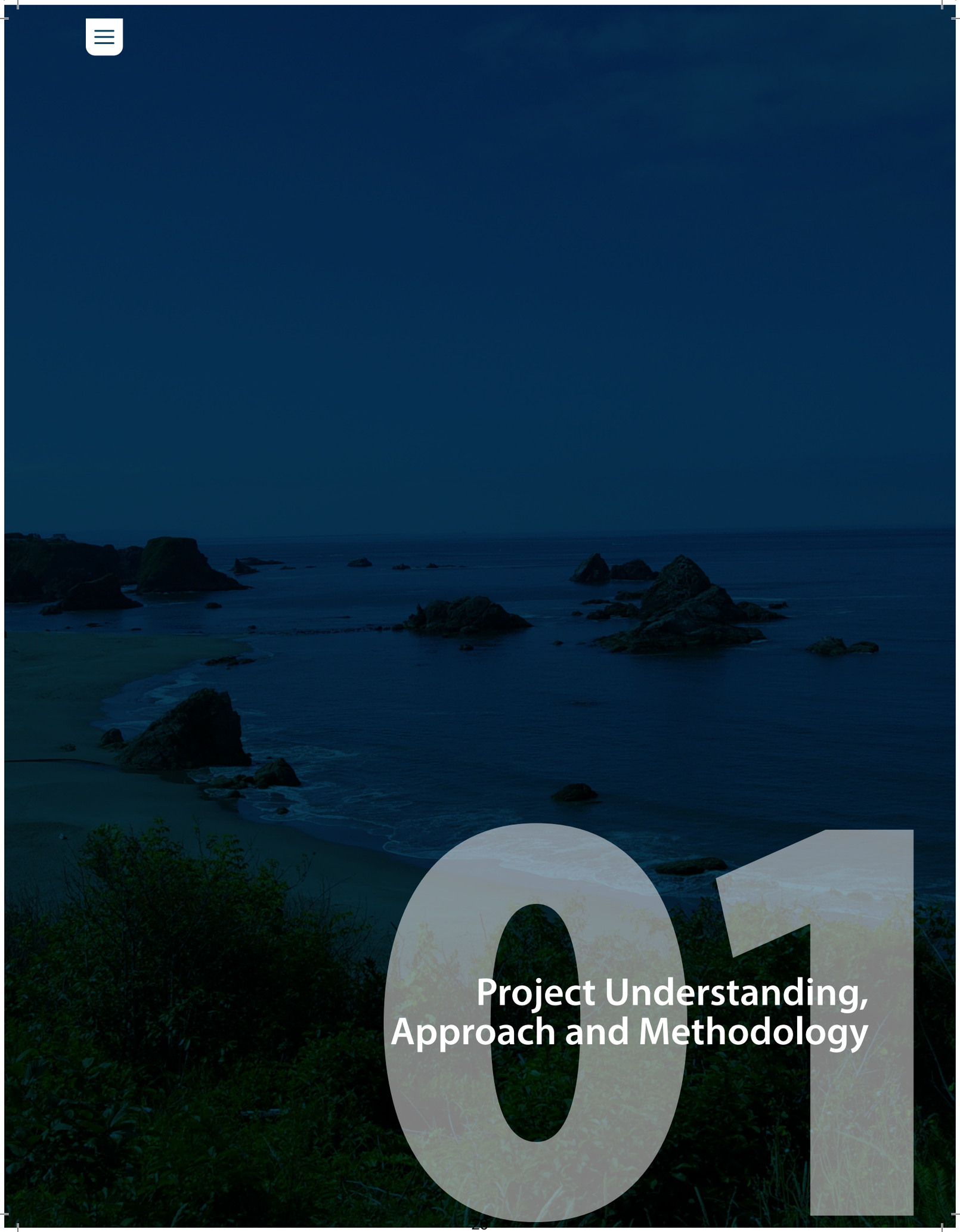
02 Project Team and Relevant Experience

03 Schedule

04 COBID; Good-Faith Efforts Documentation (Attachments B and C)

05 Fee Proposal

(Attachment D – Price Form)



01

Project Understanding, Approach and Methodology

Project Understanding

Statewide, housing production and affordability have been the focus of the Oregon legislature for several years. The Oregon Housing Needs Analysis established new housing targets for each Urban Growth Boundary (UGB), and "centralizes" planning level growth forecasts by the state for the first time. These new housing projection targets expect the Brookings UGB to add approximately 1,915 new dwellings over a 20-year timeframe.

The City's most recent HNA, published in 2017, noted that Brookings had permitted 17 units annually from 2000 to 2017, well off the pace needed to ease the workforce housing burden documented in the report. While no formal buildable land inventory was performed, several vacant sites were identified within the UGB, including the 537-acre Lone Ranch site. The prior Bookings HNA anticipated a slow pace of development, highlighting the difficulty of extending infrastructure to catalytic sites and zoning considerations as particular issues.

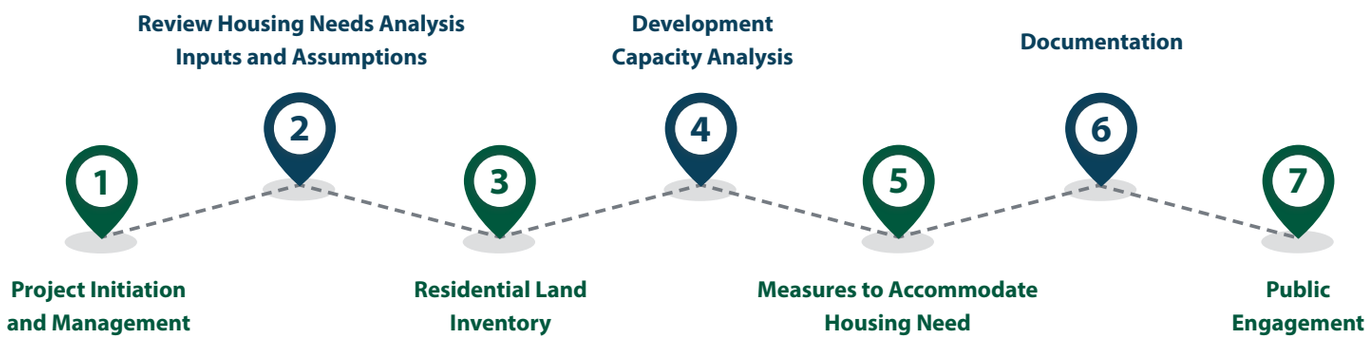
Accommodating the new housing production target of 1,900 dwellings is central to the effort outlined in this Housing Needs Analysis Request for Proposal. This will require a current analysis of demographic trends, housing conditions, and market opportunities, to understand housing needs by type and price/rent level. An accurate buildable land inventory is also required to catalogue developable sites by land use zone and to assess infrastructure capacity and site readiness.

Most importantly, this is an opportunity for Brookings to chart a path forward by addressing the most pressing infrastructure capacity, local land use, and financial issues that must be addressed as part of a comprehensive housing strategy.

The team of FCS and Greene Economics is the ideal match for this endeavor. We intend to function as an extension of City staff by leveraging our expertise in land use planning, public outreach, cost-benefit analysis, geospatial analysis, and infrastructure finance to clearly communicate findings and prioritize key housing strategies in line with the priorities of the community.

In addition to our success in preparing HNAs, buildable land inventories, and infrastructure funding strategies, the team of FCS and Greene Economics has unique expertise in real estate development feasibility analysis for cities and developers. This includes preparing financial pro formas and development return on investment (ROI) models that can be customized to local market and site conditions. These development pro formas are needed to determine which "catalyst" sites have the greatest potential for success with and without policy incentives or off-site public facility financing.

The graphic below summarizes the steps of our Task Plan:



Project Approach

Our proposed approach is to work closely with City staff and infrastructure service providers and interested property owners and developers as we generate interim findings, which will be refined during the study process into a final HNA report and action plan.

Task Plan

1 Project Initiation and Management

During this task, FCS will compile, review and synthesize local housing and infrastructure serviceability conditions. We will conduct an on-site kickoff meeting with City representatives and arrange a tour of key sites. FCS shall review background planning documents, utility master plans, and development permitting activity.

The kickoff meeting will provide an opportunity for all parties to confirm the objectives of the HNA, establish project milestones, and discuss key issues, opportunities and constraints confronting new housing development. We will work with City staff to confirm a list of stakeholders for outreach during the study process.

✓ FCS Deliverables

- Agenda and notes for kickoff meeting, including summary of major tasks.
- Finalize project schedule.
- Prepare Public Outreach Plan.
- Technical memorandum documenting initial background data review and data sources.
- Schedule and summarize bi-monthly project review meetings.

✓ City Deliverables

- Relevant master planning documents.
- Building permit history and available GIS data.
- Stakeholder contact list.
- Comments on Public Outreach Plan.

2 Review Housing Needs Analysis Inputs and Assumptions

FCS will review the data and methodology used to determine the state's housing need projection for the Brookings UGB. We will work with City staff and state agency representatives to determine the level of analysis needed to augment the findings from the OHNA report.

FCS will supplement the OHNA with a market update of local trends to identify emerging housing needs by structure type, tenancy and affordability level. This shall include a detailed analysis of existing housing inventory, vacancy rates, and existing price/rent levels to identify housing supply "gaps" by affordability level. We will evaluate worker inflow/outflow patterns to determine near-term development opportunities for workforce housing and attainable middle housing types such as townhomes, apartments, plexes and manufactured home parks. This analysis will inform the future Brookings UGB housing needs section of the final HNA report.

FCS will meet with the internal team to review current development trends and other relevant demographic data. Further analysis will be performed to provide a "check" on the growth assumptions contained in the OHNA.

✓ FCS Deliverables

- Draft Housing Needs Analysis Summary Memorandum and Presentation Summary.
- Presentation materials to explain OHNA housing needs projection analyses and findings to the public.

✓ City Deliverables

- Review and comment on draft Housing Needs Summary memo.

3 Residential Land Inventory

FCS will prepare a draft inventory of buildable residential land consistent with OAR chapter 660, division 8.

The Residential Land Inventory shall include thresholds for identifying developed, vacant, and partially vacant lands consistent with OAR 660-024-0050, constraints on buildable residential lands consistent with OAR 660-008-0005, and will identify data used to estimate land capacity. This analysis will also utilize the most current Curry County Assessor data to analyze the "strike price" (building to land value ratio) for vacant, part-vacant and re-developable properties that are likely to subdivide in the near future.

Upon completion of draft analysis, FCS will meet with City Staff to review the buildable land map, identifying those parcels that are not served by necessary infrastructure. Identified parcels will be included in a separate category for consideration in Tasks 4 & 5.

FCS will also provide a Residential Land Inventory methodology report which identifies data sources, explains the process and assumptions included in the Residential Land Inventory, and a brief discussion of results.

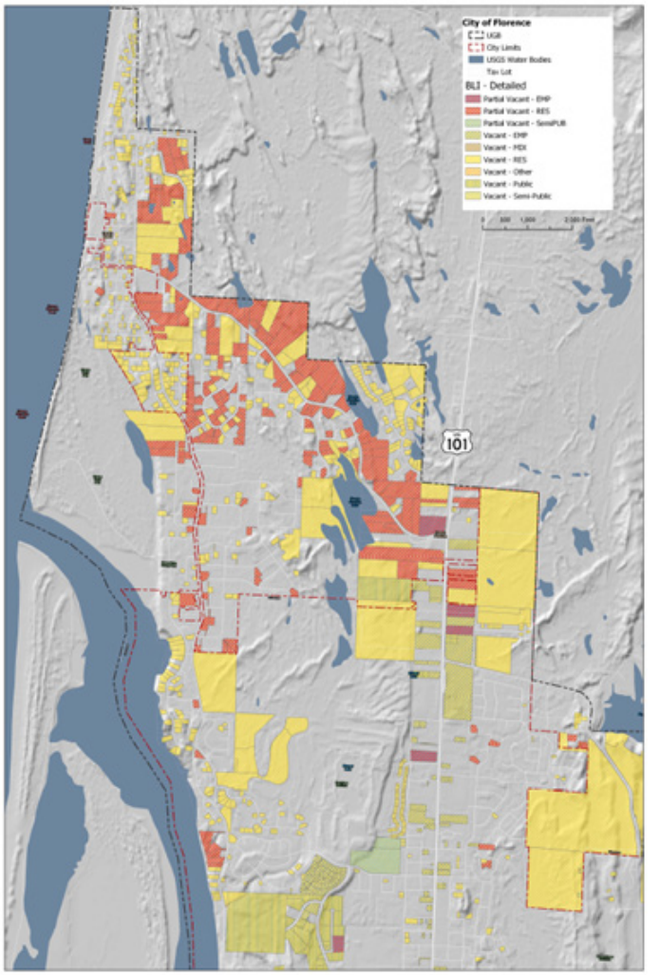
✓ FCS Deliverables

- Draft Residential Land Inventory maps and tables that depicts existing land that is residentially zoned, buildable and most likely available for housing development.
- Revised Residential Land Inventory which reflects staff and public comments received.
- All supporting GIS and Excel digital files.
- Residential Land Inventory Methodology Report.

✓ City Deliverables

- Review and comment on draft Residential Land Inventory report.

Buildable Land Inventory Map Example, Florence, Oregon



4 Development Capacity Analysis

Using the growth target established in Task 2 and developable residential land data established in Task 3, FCS will prepare a draft Development Capacity Analysis. This analysis will assess baseline housing production capacity given existing zoning and achieved density for R-1, R-2 and R-3 development types.

If the analysis shows that the growth target, or the minimum 6 unit/acre target, cannot be accommodated by the existing land supply as currently zoned, FCS will consider how targets can be accommodated through changes to the Zoning Code, Development Code or infrastructure provision.

FCS will meet with City Staff to review the analysis and discuss any edits that need to be made. FCS will make any necessary revisions to the Development Capacity Analysis.

FCS Deliverables

- Draft Development Capacity Analysis.
- Final Development Capacity Analysis, including all supporting Excel files.
- Presentation materials to introduce Development Capacity Analysis findings to the public.

City Deliverables

- Review and comment on draft Development Capacity Analysis.

5 Measures to Accommodate Housing Need

Building on findings from Task 4, FCS and Greene Economics will develop a list of ten implementation actions best suited to achieve the city's housing production and density targets. Actions may include changes to the City's Comprehensive Plan, Zoning Map, and Development Code, as well as infrastructure investments that will activate needed developable land.

Leveraging their experience in analyzing the social and economic costs and benefits of government action, Greene Economics will provide a clear framework to measure the impact of each proposed action. Considerations will include anticipated housing production impact, ease of implementation, political feasibility, and other factors as determined by the project team.



Greene Economics will meet with City staff to review their analysis and rank the actions, sharpening the City's focus on the policies with the highest return on investment. The top five actions will be further discussed in a housing strategy implementation memo to be delivered to the City.

FCS Deliverables

- A list of ten policy actions to address housing and residential land needs.
- A refined list of the five most catalytic actions based on feedback.
- Housing Action Implementation Memo.
- Presentation materials to introduce targeted implementation actions to the public.

City Deliverables

- Review and comment on policy actions.

6 Documentation

Based on findings in Tasks 2-5, FCS and Greene Economics will draft an HNA suitable for public review and adoption. The HNA will provide a factual basis for housing policy decision-making based on current information, considering the impact of demographic, socioeconomic, and market trends on the local housing market over the next 20 years. The HNA will identify the City's needed housing mix, affordability levels, and density, based on state, regional, and grant requirements. The report will also provide residents and decision makers with up-to-date buildable land data and will consider existing and future achievable development outcomes.

Greene Economics will provide an accessible summary of policy considerations developed in Task 5 as an appendix to the report. This section will identify policy measures and investments the city will need to achieve its desired affordable housing and development density goals.

✓ FCS Deliverables

- Draft HNA.
- Revised final HNA based on City staff and public feedback.
- Presentation materials for adoption by City Council and Planning Commission.

✓ City Deliverables

- Review and comment on draft HNA.
- Notice and Facilitate adoption hearings.

7 Public Engagement

Based on discussions with City staff in Task 1, FCS will execute the agreed upon public engagement plan. Elements of this task will include the following:

- In-person stakeholder focus group reviewing draft findings from Tasks 2-5 and soliciting feedback on data and housing implementation actions.
- Stakeholder engagement throughout the process.
- Planning Commission and City Council work sessions to review findings and discuss recommended housing implementation actions.
- Additional remote engagement with the Planning Commission and City Council as needed.

The engagement activities listed above are subject to adjustment based on City staff preferences.

The City will schedule and provide notice and an agenda for meetings. FCS will coordinate with City staff to produce accessible presentation materials.

✓ FCS Deliverables

- Presentation materials for stakeholder focus group, Planning Commission, and City Council meetings.
- In-person presentation at stakeholder focus group.
- Virtual presentation at Planning Commission work session.
- In-person presentation at City Council work session.
- Meeting summaries or follow-up memos.

✓ City Deliverables

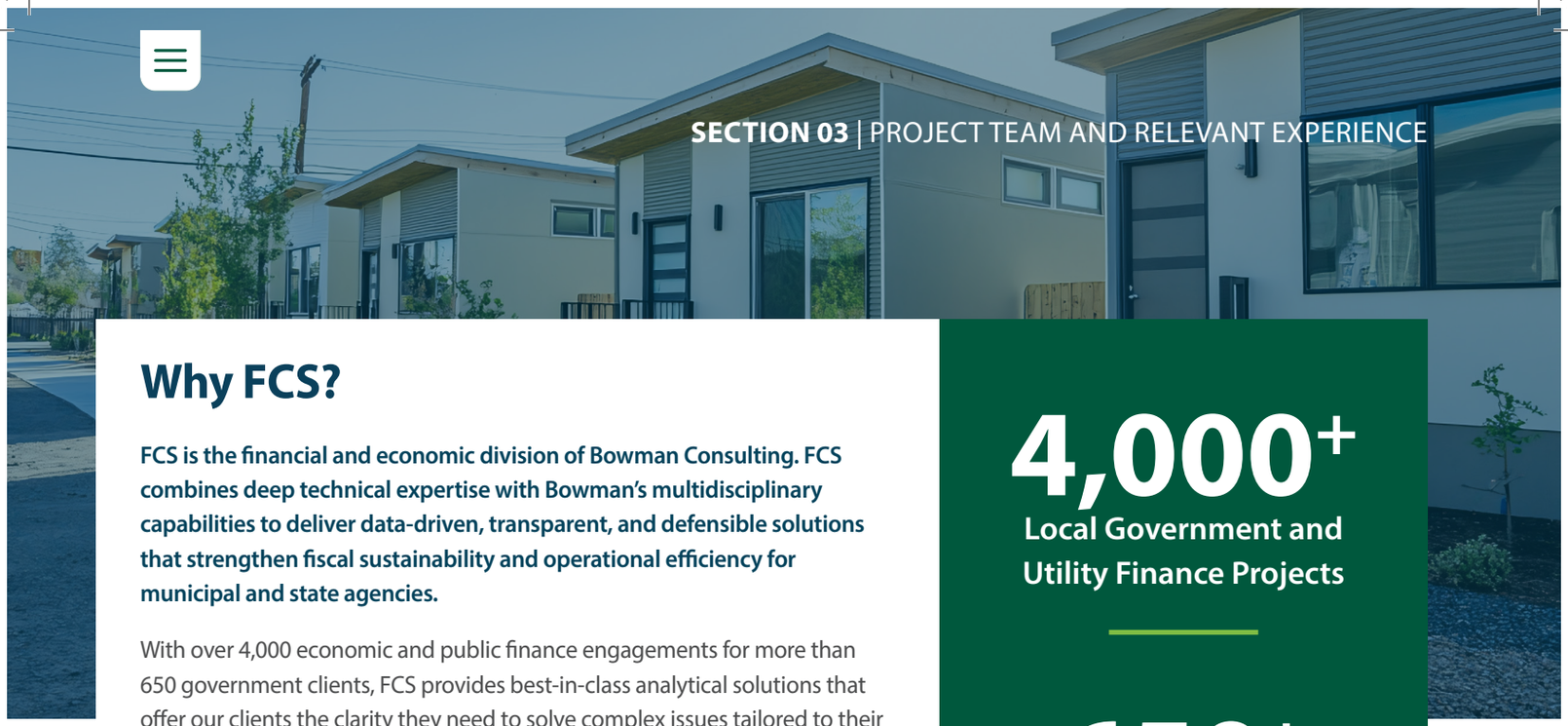
- Meeting notices and facilitation.
- Staff reports as needed.





02

Project Team and Relevant Experience



Why FCS?

FCS is the financial and economic division of Bowman Consulting. FCS combines deep technical expertise with Bowman's multidisciplinary capabilities to deliver data-driven, transparent, and defensible solutions that strengthen fiscal sustainability and operational efficiency for municipal and state agencies.

With over 4,000 economic and public finance engagements for more than 650 government clients, FCS provides best-in-class analytical solutions that offer our clients the clarity they need to solve complex issues tailored to their communities.

Our 30-person government finance and economic consulting staff serve clients throughout the U.S. from offices in Portland, OR, Redmond and Spokane, WA, and Longmont, CO.

Land Use Planning and Economic Services

FCS economists and planners help governments create vibrant, sustainable communities. We model the fiscal and social return on public and private investments and provide creative ways of creating development opportunities. Challenges turn into opportunities as we support goals aimed at retaining and creating fair and diverse housing that addresses state and local planning requirements.

As part of updates to local comprehensive land use plans, our planners and economists summarize near term and long term market feasibility and land needs for all types of housing development. Local, regional, and international market trends and forecasts are used to ascertain the potential for local development of sites and housing types.

We utilize available national, state, and local GIS data to fully evaluate buildable lands and document site development issues and constraints within the urban growth boundary.

Local Experience

FCS has supported cities, counties, and special districts throughout Oregon and the Pacific Northwest for over 30 years. Our experience includes preparing Housing Needs Analyses and related land capacity analyses for communities such as Coos Bay, Coquille, Florence, Lincoln City, Grants Pass, and Tillamook County. We understand the unique development constraints, infrastructure realities, and housing market dynamics facing Oregon's coastal cities.

4,000+
Local Government and Utility Finance Projects

650+
Public Agency Clients

30+
Public Finance and Utility Rate Development Specialists

DID YOU KNOW?

Our team has completed 20 Housing Needs Analyses and related land capacity analyses for coastal and small communities in the Pacific Northwest.

About Bowman

Bowman is a trusted, multi-faceted professional services firm offering a broad range of engineering, infrastructure, environmental management, energy and real estate solutions to both public and private clients across the country. From large commercial developments, to master planned communities, to local transportation projects, Bowman delivers outstanding project results, builds long-lasting relationships and leverages the growth of our organization to serve the constantly changing needs of our clients.



Markets

- Building Infrastructure
  - Commercial & Industrial
  - Education
  - Government
  - Healthcare & Senior Living
  - Mission Critical
  - Mixed-Use/Multi-Family
  - Parks & Recreation
  - Residential
  - Retail
- Power & Utilities
- Renewable Energy
- Transportation
- Water Resources
- Mining & Exploration
- Ports & Harbors

Services

- Civil & Site Engineering
- Transportation Planning/Engineering
- Mechanical Engineering
- Electrical Engineering
- Plumbing Engineering
- Fire & Life Safety
- Land Procurement/Right-of-Way
- Commissioning/Energy Efficiency
- Energy Services
- Survey/Geospatial
- Water/Wastewater
- Construction Management
- Environmental Consulting
- Landscape Architecture/Planning
- Structural Engineering
- Reality Capture
- Financial/Economic Consulting

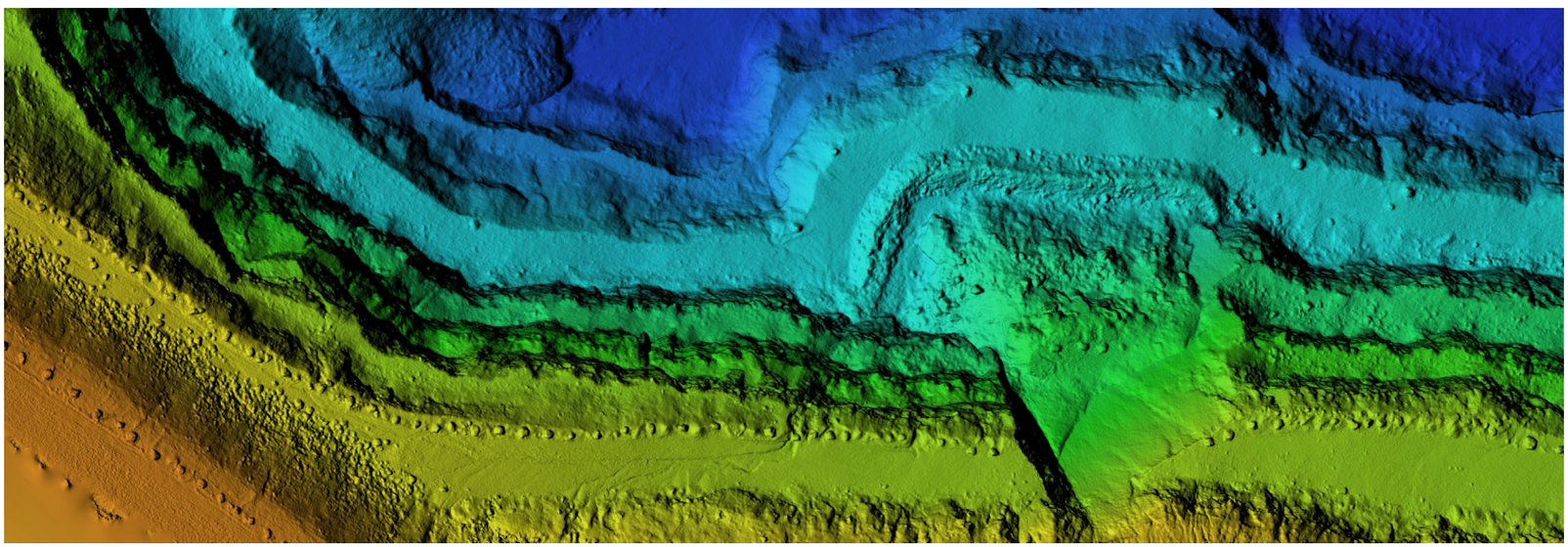
Team Members

100+ Offices Nationwide
2,300+ Employees
130+ Fully Equipped Field Survey Crews
395+ Professional Engineers
70+ Professional Surveyors
75+ Right-of-Way and Land Professionals
45+ Environmental Specialists
40+ Planners and Designers
30+ Financial/Economic Specialists
25+ Registered Landscape Architects

Leading the Way in Digital Solutions

The future of infrastructure is digital, and Bowman is here to help you harness this technological acceleration. With our extensive experience and proven approach, Bowman's **Geographic Information Systems (GIS)** specialists have the tools and expertise needed to transform your project. As your trusted partner, we provide advanced digital solutions that empower your infrastructure and streamline your processes.

Bowman offers a variety of GIS services, including data collection, conversion and mapping, to transform real-world data into powerful information. This enables us to help our clients make informed tactical decisions that add value to their organizations. Our highly skilled experts have extensive experience in database design, spatial analytics and system implementation across multiple disciplines, including engineering, surveying and environmental services. This helps our clients become more efficient and leverage the latest technologies to save time and money.



Strategic GIS Consulting Services

Bowman's GIS consulting services are designed to support long-term planning and enhanced decision-making, enabling your organization to:

- Assess Geographical Trends
- Optimize Resource Allocation
- Identify Growth Opportunities
- Visualize & Analyze Complex Data
- Forecast Market Changes
- Manage Risks
- Improve Operational Efficiency

Partner with Bowman to harness geospatial insight and elevate your organization. Our consultants guide you through the latest advancements in geospatial technology, offering:

- GIS Assessments
- Identification of Areas for Enhancement
- Real-Time Data Analytics
- Cloud-Based GIS Solutions
- Advanced Spatial Modeling



Todd Chase, AICP, LEED AP

Economic Principal

Todd Chase is an economist with nearly 40 years of experience providing economic, fiscal and financial analysis for public-sector infrastructure and economic development projects. He has led over 150 feasibility studies, economic impact analyses, funding strategies and capital facility plans, with a strong focus on ports, industrial land development and infrastructure investment decision-making. Todd specializes in linking market demand, infrastructure needs and funding strategies to support implementable port and industrial development plans. Todd serves on Oregon's Department of Land Conservation and Development Economic Development Planning Advisory Committee and has worked extensively with ports and economic development agencies throughout Oregon and Washington.

Education

B.S. Economics, University of Florida

Coursework MAS Finance, Johns Hopkins University

Certifications

American Institute of Certified Planners (AICP)

LEED Accredited Professional (LEED AP®)

Associations

Portland Metro Council of Economic Advisors

Clackamas Economic Development Commission

Presentations

Public Private Partnerships and Major Port Developments, Association of Pacific Ports, November 2019

P3 Partnerships and Ports, Association of Pacific Ports, January 2017

Port Strategies for Optimizing Tariffs and Grants, Association of Pacific Ports, January 2016

Communicating Port Economic & Community Benefits, Association of Pacific Ports, January 2016

Economic Benefits of Oregon Ports, Pacific Northwest Waterways Association, October 2014

Experience

HNA/BLI and Housing Implementation Strategy | *City of Lincoln City, OR*
FCS staff prepared the Lincoln City Housing Needs Analysis (HNA) and Buildable Lands Inventory (BLI) in 2017 and are updating the HNA and preparing a housing implementation strategy. The Housing Strategy includes new policies and actions to create development opportunities and public-private partnerships supporting housing and commercial development.

Housing Needs Analysis | *Tillamook County, OR*
This project was a partnership between Tillamook County's largest employer, Tillamook Creamery, and local governments. FCS led formation of a countywide housing strategy, including city-specific data collection and analysis, policy recommendations and 20-year housing needs projections, while identifying regulatory barriers and strategies to support attainable housing development.

Buildable Land Analysis and Housing Needs Analysis | *City of Walla Walla, WA*
FCS worked with Walla Walla, College Place, Dayton, and Waitsburg with a comprehensive housing needs analysis and buildable land assessment, addressing affordability challenges from increasing population, rising incomes, and employment. The plan identified future housing needs, reviewed policies, evaluated feasibility, assessed gentrification potential, and recommended attainable housing strategies.

Housing Needs Analysis | *City of Bandon, OR*
FCS conducted a Housing Needs Analysis and Buildable Land Analysis for Bandon to update the Comprehensive Land Use Plan. The work included a 20 year employment and housing needs forecast and supporting land use policy recommendations to retain and enhance affordable housing.

Housing Needs Analysis | *City of Yachats, OR*
FCS led the residential land needs analysis for the Yachats Housing Strategy. The strategy included new policies and actions to create development opportunities for housing at all income levels, along with a detailed buildable lands assessment and forecast of needed housing and market gaps.



Tim Wood

Project Manager and Sr. Economist

Tim Wood is a project manager and economist with 16 years of experience in economic and financial analysis for public and private clients, including ports, cities, counties, and special districts. His expertise spans economic opportunity analyses (EOA), housing needs analyses (HNA), and benefit-cost analyses (BCA). He also has a strong track record supporting grant applications for programs like TIGER, INFRA, and FASTLANE. In addition to economic development and master planning, Tim develops cost recovery programs, including rate and fee models for water, wastewater, stormwater, parks, and transportation services.

Education

MS, Urban and Regional Planning
Portland State University

BS, Political Science and Government
University of Oregon

Presentations

Community & Regional Parks Economic Benefits and Fiscal/Funding Analysis, Idaho Recreation and Parks Association, April 2024

The ABCs of BCAs, Oregon Government Finance Officers Association, March 2022

Creative Infrastructure Finance, American Planning Association, October 2016

Experience

Economic Opportunities Analysis and Funding Strategies | *City of Wilsonville, OR*
FCS supported the City of Wilsonville with EOA updates and master plan implementation, analyzing land supply and 20-year development demand. The team led annexation and funding strategies for the 125-acre Frog Pond West area, guiding infrastructure planning, financial policies and public outreach efforts.

Buildable Land Inventory and Economic Opportunities Analysis | *City and Port of Hood River, OR*
FCS assisted the City and Port with a comprehensive economic development strategy and buildable land inventory, updated in 2008 and 2016. The work included Comprehensive Plan updates, economic analysis, land needs forecasting and creation of new waterfront industrial employment zones, supporting more than $50M in private investment.

Economic Opportunity Analysis and Housing Needs Analysis | *City of Florence, OR*
FCS led the City of Florence Economic Opportunity Analysis and Housing Needs Analysis and BLI, as updates to the City's long range comprehensive land use plan. This work included projection of housing needs by type over the next 20 years, public outreach, analysis of developable land, and updates to housing policies to address existing issues in the housing market. Work elements included a buildable land inventory, market demand analysis, housing market analysis, comprehensive plan policies, and zoning amendments

SDC and Infrastructure Funding Strategy | *City of Newport, OR*
Over three years, FCS completed three projects for the City of Newport, including a Water, Sewer, and Stormwater Rate Study and an SDC and CET study, meeting schedule and budget. The work introduced innovative SDCs, a cost saving calculator, new CET policies, and improved rate structures.

Strategic Business Plan | *Port of Columbia County, OR*
FCS prepared market and financial chapters for Port of Columbia County's strategic business plan. FCS led the market analysis, identifying economic opportunities aligned with regional and global trends and prepared the Market Chapter. Additionally, our team creating a/ 10-year financial outlook, including fund-level projections and fiscal policy recommendations.

Owen Ransom, MS, PhD

VP of Innovation and Technology

Education

PhD, Civil and Environmental Engineering
University of California Davis

MS, Civil and Environmental Engineering
University of California Davis

BS, Hydrology
University of California Davis

Owen Ransom is a computational scientist and tool developer and serves as VP of Innovation and Technology, bringing 19 years of experience applying advanced computational methods to infrastructure optimization. He is the creator of OSCaR, a solar PV design platform used on more than 5,000 utility-scale projects worldwide, and has developed data center siting tools that integrate market intelligence, land data, and utility infrastructure analysis. His PhD research focused on GPU-accelerated numerical methods for real-time flood prediction. He has delivered optimization and analytical tools across more than 2,400 renewable energy projects and serves as an experienced expert witness providing hydrologic and hydraulic analysis in construction litigation.

Experience

ORCaS, Inc. OSCaR Solar Optimization Platform | *Worldwide*
Developed MATLAB-based solar PV design software optimizing pile placement, terrain-following tracker configurations, and grading for utility-scale solar projects. Platform analyzes topographic data to determine optimal placement while respecting terrain, flood zones, and mechanical constraints. Used on over 5,000 unique projects worldwide since 2024.

Iron Mountain Data Center Siting and Analysis Platform | *Nationwide*
Developed comprehensive data center siting tool integrating multiple data sources (PeeringDB, Regrid, DCByte, public utility APIs) to provide latency analysis, distance to substations, power capacity assessment, market intelligence, land use/ownership data, taxation analysis, and zoning information.

Ojjo Inc. Gemini Solar Project Computational Optimization | *Clark County, NV*
Developed computational routines for pile placement and site optimization on the 967 MW Gemini Solar Project, largest solar-plus-storage project in North America at time of construction. Algorithms optimized pile distance and reveal requirements to avoid flood plane contact while maintaining minimum reveal heights.

PVI/Clēnera CO Bar Solar Project Hydrologic Analysis | *Coconino County, AZ*
Performed high-resolution hydrologic modeling of over 25 square miles of Arizona desert at resolutions down to 5'x5' to demonstrate compliance with local regulations for the 1.2 GW CO Bar Solar Project, one of Arizona's largest solar installations.

Green River Engineering Sonny Solar Litigation Support | *Georgia*
Provided expert witness services defending Green River Engineering against claims of improper design. Analysis demonstrated that the litigant failed to properly maintain hydraulic infrastructure on site, supporting the defense position.



Jason Rolfe, PG, CMS-UAS

Innovation Lab Lead

Jason Rolfe (PG) is a photogrammetrist/mapping scientist and FAA Part 107 UAS pilot with 12+ years of UAS mapping, inspection, and data collection and 20 years of geology/geotechnical engineering and project management experience. Qualifications include 3D modeling, topographic mapping, LiDAR acquisition, thermal sensing, surveying, aerial mapping, and end-to-end data processing/post-processing across multiple sensors and payloads. Leadership highlights include managing Sierra Overhead Analytics' mapping division and building Nevada DOT's first UAS program, including policies, procedures, mission planning, and production of precision mapping, 3D models, and orthomosaics. Certifications: Wyoming Professional Geologist (PG-3618), FAA Remote Pilot (Part 107), and ASPRS UAS Certified Mapping Scientist.

Education

BS, Geological Sciences
University of California at Santa Barbara

Registrations/Certifications

Professional Geologist: Wyoming (PG-3618)

ASPRS Certified Mapping Scientist – Unmanned Aerial Systems (R015UAS)

FAA Remote Pilot - Part 107 (3944894)

Professional Associations

American Society for Photogrammetry and Remote Sensing (ASPRS)

Year Started with Bowman

2025

Experience

Weston Solutions - American Challenger | *Bodega Bay, CA*
UAS/Photogrammetry Project Lead. Provided 3D mapping, modeling, and panoramic data collection of a grounded fishing vessel to support environmental hazard assessment and recovery planning. The work included aerial photogrammetry flights, close-range imagery capture, panoramic documentation, and processing to deliver a georeferenced 3D model and visual record of site conditions. Additionally, outputs supported rapid decision-making for mitigation, salvage coordination, and client reporting.

US EPA - Santa Cruz Fire Complex | *Santa Cruz, CA*
UAS/Remote Sensing Project Lead. Provided rapid-response aerial data collection and delivery of orthomosaics, panoramic imagery, and thermal imagery to support post-wildfire hazard analysis and site documentation. The work included mission planning, coordinated flights in dynamic conditions, expedited processing (<24-hours), and production of georeferenced orthomosaics and thermal outputs for situational awareness. Additionally, deliverables supported first responders and fire officials in environmental and toxic hazard assessments, mitigation planning, and reporting.

US EPA - Caldor and Dixie Wildfires | *Northern CA*
UAS/Remote Sensing Project Lead. Provided rapid-response aerial data collection and delivery of orthomosaics, panoramic imagery, and thermal imagery to support post-wildfire hazard analysis and site documentation. The work included mission planning, coordinated flights in dynamic conditions, expedited processing (<24-hours), and production of georeferenced orthomosaics and thermal outputs for situational awareness. Additionally, deliverables supported first responders and fire officials in environmental and toxic hazard assessments, mitigation planning, and reporting.



Education

MS Food & Resource Economics
University of Florida

MAg Extension Education & Communication
University of Florida

About Greene Economics

Greene Economics is a woman-owned small business offering a wide variety of economics consulting services, including conventional and renewable energy, cost-benefit analysis (CBA), socioeconomics and environmental justice analysis, economic development, demographics, regulatory analysis, public infrastructure investment, energy economic analysis, in-depth forecasting/projection models, and public outreach and facilitation. The team also provides economic support for regulatory analysis, natural resource damage assessment (NRDA), ecosystem service valuation, decision-making tools, regional economic impacts, forecasting/ projection models, water resources management, water demand and water security analysis, water rights valuation, survey design and analysis, agricultural systems, expert witness and litigation support, real estate transactions, and recycling and waste management. Greene Economics, an SCS firm (SCS #2360), is identified on the SCS form found in Section Four of this proposal.

Bea Covington

Principal Economist/ Sustainability & ESG Director

GREENE ECONOMICS

Bea Covington has demonstrated success leading teams working with government agencies, elected officials, and community organizations. Over her 30-year career she has led engagements and managed projects in collaboration with local, state, and federal government entities. She has designed and facilitated numerous strategic planning and program design processes and has led review and evaluation processes for governments, public agencies and NGOs in the Pacific Northwest, California, Alaska, and the southeastern United States as well as internationally. She has expertise integrating environmental and sustainability concerns as well as the needs, perspectives and impacts of underrepresented communities into planning and management.

Experience

Natural and Agricultural Lands Economic and Resilience Benefits Study | *Southern California Association of Governments (SCAG)*
Greene Economics has been retained by SCAG to assess and quantify the economic and resilience benefits of agricultural and natural lands across the six county SCAG service area. The study involves analysis of farmworker housing availability and housing affordability using GIS data, the National Agricultural Workers Survey, and data from the California Employment Development Department. The information is being compiled into a database that includes site specific information such as Assessor's Parcel Number, zoning designation and capacity, proximity to amenities such as transit, and eligibility for affordability assistance programs. Ms. Covington coordinates stakeholder research input.

Coyote Valley Conservation Area Master Plan | *Coyote Valley, CA*
Ms. Covington was part of a larger team assessing designing a restoration and revitalization plan for Coyote Valley, California. She provided economic support for the group's multiple goals of conservation, working lands, and equity, working specifically on agriculture and climate resilience. The team assessed potential agricultural activities that could be suitable within Coyote Valley. Considerations included how the agricultural activity would impact the local economy, watershed health and the availability of labor- including access to affordable farmworker housing.

Equitable Grantmaking Guidance Development | *Washington Department of Health*
Ms. Covington led the team integrating environmental justice principles into state grantmaking and contracting processes. The team identified systemic barriers to access for tribes, overburdened communities, and vulnerable populations, and developed standardized tools and practices that promote equitable distribution of public funds. The project documented best practices, conducted stakeholder interviews, and synthesized national and state-level models to inform recommendations for equitable and accessible grant program design and administration. These deliverables established a repeatable framework advancing the DOH goal of directing at least 40 percent of discretionary funding subject to the HEAL Act to tribes and historically overburdened communities.

Housing Needs Analysis Projects



Housing Pre-Production Strategy

City of Coos Bay, OR

Working closely with city staff and local stakeholders and developers, FCS identified housing issues and determined solutions needed to address housing gaps for the City of Coos Bay. This project, funded by a grant from DLCD, was among the first Housing Strategy Implementation Plans developed statewide. FCS highlighted important infrastructure issues, identified existing development constraints and opportunities, and evaluated existing and new housing strategies with the Housing Advisory Committee. The Housing Strategy serves as a guide for formation and adoption of locally preferred policies aimed at spurring private housing investment.



On-Call Land Use Planning Consulting

Oregon Department of Land Conservation and Development

FCS is currently providing on-call land use planning consulting to the Oregon Department of Land Conservation and Development (DLCD). In 2018-2019 FCS performed seven buildable land inventories and housing needs analyses as part of the on-call DLCD contract, including Forest Grove, Dallas, La Grande, Lebanon, Pendleton, St. Helens and Woodburn. To help implement HB 2001 and HB 2003, FCS also prepared housing pre-production strategies and reviewed infrastructure capacity for the cities of Silverton, Grants Pass and Coos Bay.



Economic Opportunity and Housing Needs Analysis

City of Canby, OR

FCS assisted the City of Canby with an Economic Opportunities Analysis (EOA), Housing Needs Analysis (HNA), Housing Production Strategy (HPS) and buildable land inventory (BLI) to evaluate the city's capacity to accommodate residential and employment growth over the next 20 years. The EOA identified a need for 150 acres of additional buildable employment land and recommended policies addressing rezoning, urbanization and infrastructure funding. The HNA and EOA included land supply assessments, 20-year demand forecasts, policy recommendations and Urban Growth Boundary evaluation. The project incorporated stakeholder interviews, advisory committee and public meetings, social equity engagement, and analysis of environmental constraints and vacant land.

Related Economic Experience

The following table summarizes a selection of FCS's experience with projects similar in scope and complexity to the HNA needs of the City of Brookings.

Client	Buildable Land Inventory	HNA / EOA Analysis	Site Feasibility	Creative Outreach	Adoption
Bandon, OR	☑	☑		☑	☑
Columbia City, OR	☑	☑	☑	☑	☑
Canby, OR	☑	☑	☑	☑	☑
Clackamas County, OR	☑	☑	☑	☑	☑
Clatskanie, OR	☑	☑		☑	☑
Coos Bay, OR		☑		☑	☑
Coquille, OR	☑	☑		☑	☑
Port of Columbia County	☑	☑	☑	☑	☑
Port of Morrow, OR		☑	☑	☑	☑
Lincoln City, OR	☑	☑	☑	☑	☑
Florence, OR	☑	☑	☑	☑	☑
Newport, OR			☑	☑	☑
Hood River, City and Port, OR	☑	☑		☑	☑
Oregon State, Business Oregon		☑		☑	
Oregon State, Department of Land Conservation and Development		☑			☑
Silverton, OR	☑	☑		☑	☑
Sutherlin, OR	☑	☑		☑	☑
Tigard, OR	☑	☑		☑	☑
Tillamook County , OR	☑	☑		☑	☑
Wilsonville, OR	☑	☑		☑	☑
Yachats, OR		☑			☑

References

City of Coos Bay, OR
Carolyn Johnson
Community Development Administrator
P: 541.269.8924
E: cjohnson@coosbay.org

City of Canby, OR
Don Hardy
Planning Director
P: 503.266.0775
E: hardyd@canbyoregon.gov

Umatilla County, OR
Robert Waldher
Director
P: 541.278.6251
E: robert.waldher@umatillacounty.gov

Port of Hood River, OR
Kevin Greenwood
Project Director
P: 541.387.5252
E: kgreenwood@portofhoodriver.com

Department of Land Conservation and Development
Kirstin Greene
Deputy Director
P: 503.934.0017
E: kgreene@dlcd.state.or.us



> *Thank you for the work you (Todd) and Tim put into the Walla Walla Region Housing Needs Analysis and Action Plan. We are pleased with the report, and we look forward to working with you in the future."*
>
> Elizabeth Chamberlain, City Manager
> City of Walla Walla



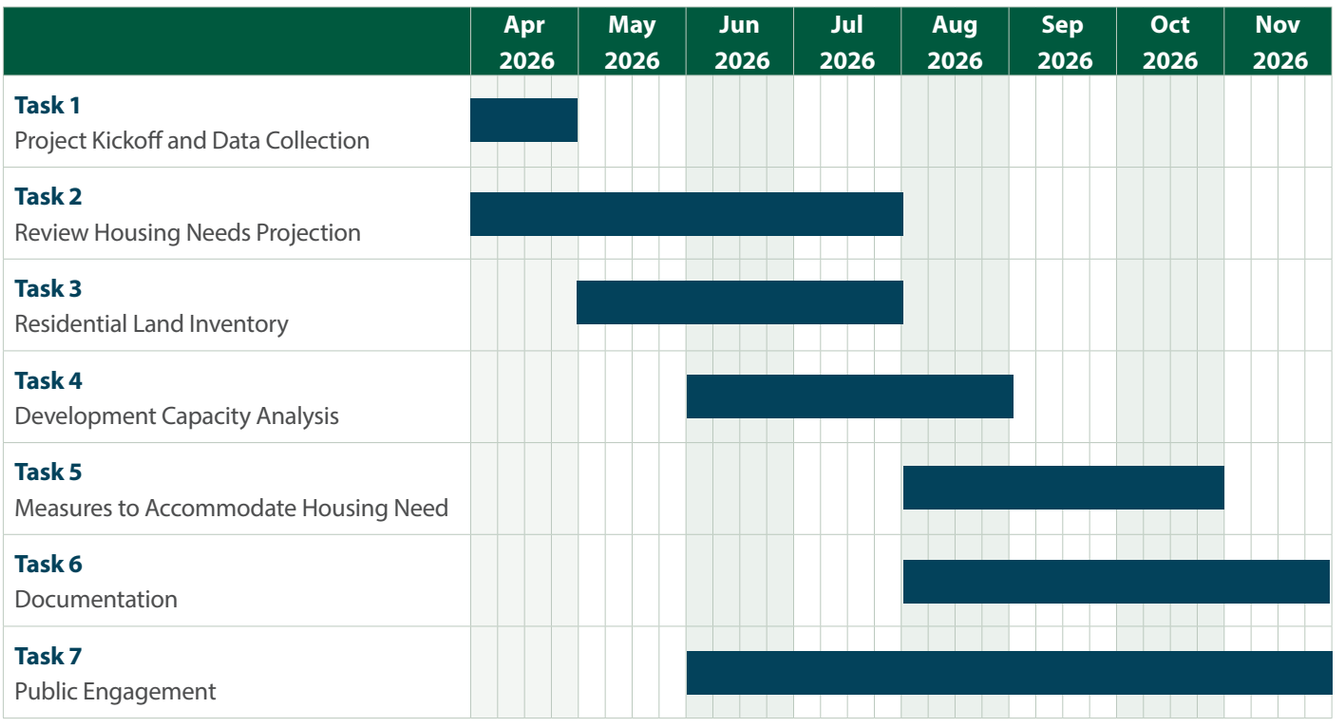
03 Schedule

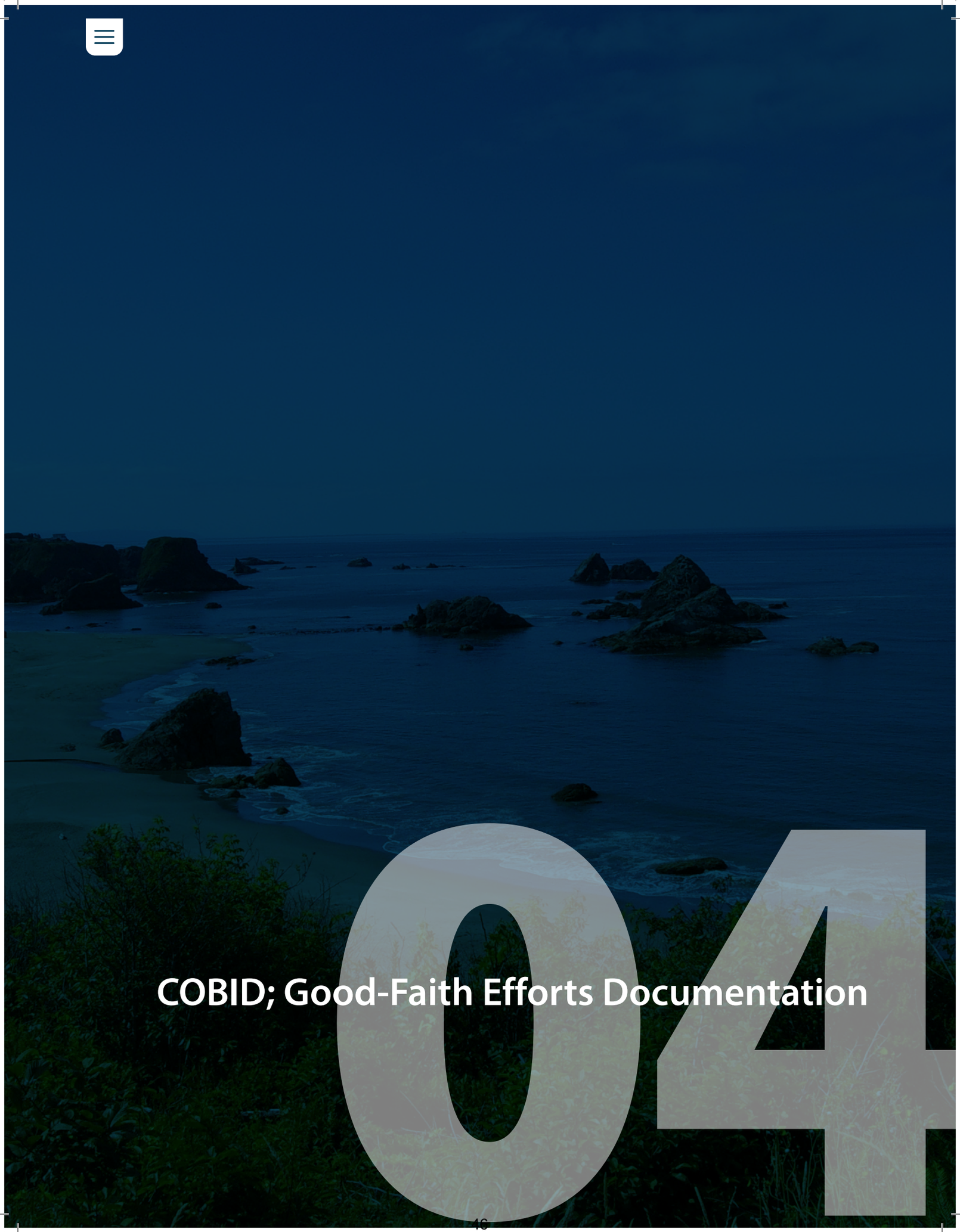
Project Schedule

FCS maintains the necessary depth and capacity to tackle multi-phase engagements with aggressive timelines.

The proposed schedule assumes work activities are completed over an eight-month time frame with work activities commencing in April 2026 and 100% project completion by November 9, 2026 as stipulated in the Housing Infrastructure Support Fund grant.

The initial month would be focused on collecting economic and housing data. Housing analysis-focused tasks are expected to occur between April and August. Draft and final report and policy documentation will occur between August and November. During this time, FCS will meet with City staff and key housing stakeholders to ensure that the data developed are accurate and that policies under consideration are feasible.





04

COBID; Good-Faith Efforts Documentation

Attachment B – Good-Faith Efforts Checklist (ORS 200.045 a–j)

Consultants must complete this checklist to document compliance with ORS 200.045 Good-Faith Efforts requirements.

Letter	Good-Faith Effort Action	Completed (Yes/No) / Notes
a	Attend pre-proposal meetings to inform COBID firms of opportunities.	N/A - No pre-proposal meeting
b	Identify feasible sub-tasks suitable for COBID subcontractors.	Environmental Economic Consulting Services
c	Advertise subconsulting opportunities in general, trade, and COBID-targeted publications.	Yes
d	Send written notices to COBID-certified firms with sufficient lead time.	Yes
e	Follow up with COBID firms to confirm interest.	Yes
f	Provide adequate information for COBID firms to prepare bids.	Yes
g	Negotiate in good faith with interested COBID firms.	Yes
h	Assist with bonding, credit, or insurance requirements as needed.	Yes
i	Make reasonable efforts expected to produce COBID participation.	Yes
j	Use assistance from community and contractor organizations supporting COBID outreach.	Yes

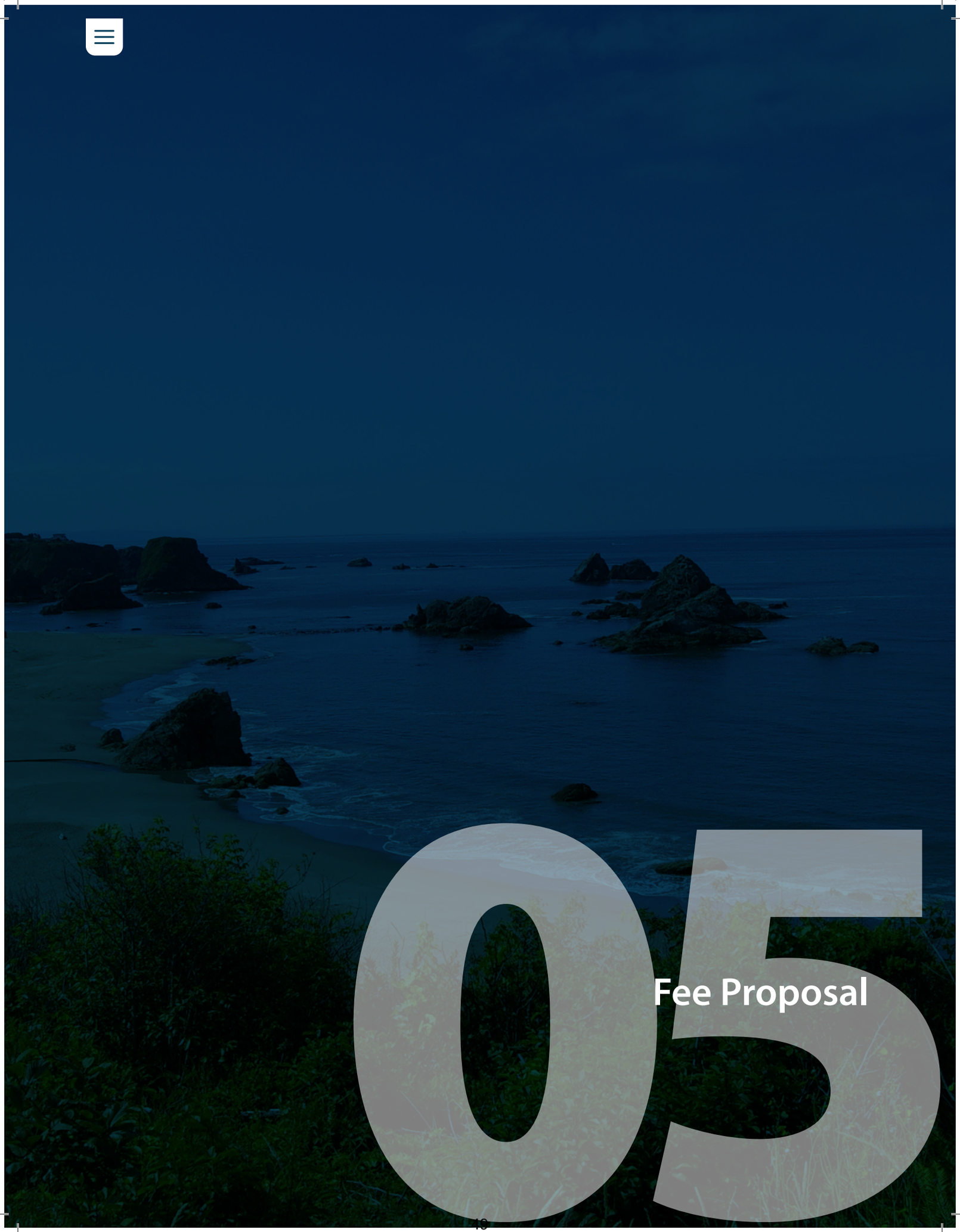
Attachment C – COBID Participation Plan Table

List all COBID-certified firms proposed for this project and their participation levels.

Firm Name	Certification Type	Task or Service	Dollar Amount ($)	Percent of Contract (%)
Greene Economics (OR Cert ID: 12383)	WBE	Environmental Economic Consulting Services	$15,000	15%

While FCS, a Bowman company (FCS), is not a registered COBID company, we carefully consider the inclusion of appropriate COBID-certified partners to support each engagement. Within the past two years, FCS has maintained contractual relationships with the COBID-registered firms identified below with certification numbers noted parenthetically, as well as with additional firms indentified below that may be minority-owned, woman-owned, service-disabled veteran-owned, or emerging small businesses, though not formally certified.

- **Greene Economics (WBE - OR Cert ID: 12383)**
  Environmental Economic Consulting Services
- **Cascadia Partners LLC (WBE - OR Cert ID: 12823)**
  Research, Planning and Engagement Services
- **SCJ Alliance**
  Civil Engineering Services
- **Stanton Global Communications LLC (OR Cert ID: 9450)**
  Strategic Planning and Consulting Services



05

Fee Proposal

Attachment D – Price Form (Budget Breakdown)

Proposers must complete this form aligning task costs with the project's approved grant budget categories.

Task / Budget Category	Estimated Cost ($)	Description of Work
Consultant Fees	$56,180	This budget item covers consultant time analyzing data and developing policies as discussed in Tasks 2-5 of our approach.
Data Acquisition	$7,140	This budget item includes the project kickoff meeting as well as the data request and gathering activities discussed in Task 1 of our approach.
Community Engagement	$13,940	This budget item includes stakeholder engagement as well as meetings with the Planning Commission and City Council as discussed in Task 7 of our approach.
Report Preparation	$22,640	This budget item covers time spent drafting the final report, soliciting feedback, and finalizing the report as discussed in Task 6 of our approach.
Total	$99,900	

Fee Proposal Breakdown

Task Detail	Mtgs	Budget Estimate
Task 1 Project Kickoff and Data Collection	1	$7,140
Task 2 Review Housing Needs Projection	1	$10,960
Task 3 Residential Land Inventory	2	$19,660
Task 4 Development Capacity Analysis	1	$11,240
Task 5 Measures to Accommodate Housing Need	3	$14,320
Task 6 Documentation		$20,540
Task 7 Public Engagement	4	$13,940
Labor Total		**$97,800**
Expenses		**$2,100**
Total Budget	**36.00**	**$99,900**

JOHNSON ECONOMICS



Source: City of Brookings

PROPOSAL FOR PROFESSIONAL SERVICES

HOUSING NEEDS ANALYSIS AND BUILDABLE LANDS INVENTORY

PREPARED FOR:
City of Brookings, Oregon

March 2026

Johnson Economics
MIG Inc.

Tim Rundel
City Manager
City of Brookings
898 Elk Drive
Brookings, OR 97415

RE: Proposal for Housing Needs Analysis and Buildable Lands Inventory

Johnson Economics is pleased to submit this proposal to assist the City of Brookings to prepare a Housing Needs Analysis (HNA), Buildable Lands Inventory (BLI), and implementation measures. The analysis will use housing production targets from the recently adopted Oregon Housing Needs Analysis (OHNA) program, and population estimates from the Portland State University Population Research Center, in keeping with state statute and regulations for cities under 10,000 residents in size.

Johnson Economics would lead our consulting team in close partnership with MIG Inc. Johnson Economics applies technical and market expertise in demographic, economic, and housing projections. MIG is the recognized state leader in assessing code and policy language, recommending new strategies to address housing needs, and preparing land inventories.

Over the last two decades, our team has led dozens of housing needs analysis projects across the state from the Coast to Eastern Oregon, in communities of all sizes. In the last five years, we have completed HNAs and implementation plans for Gold Beach, North Bend, and Florence. We have also worked with many cities on the Central and North Coast which share many similar housing challenges. This proposal details our team's experience and qualifications to help Brookings analyze its housing conditions and need and provide guidance on housing policy going forward.

We appreciate your consideration of the Johnson Economics team and would welcome the opportunity to work with you on this important project for your city. Please do not hesitate to reach out if you have questions regarding this proposal or if you need any additional information.

Sincerely,

Brendan Buckley
Senior Project Manager
Johnson Economics LLC
621 SW Alder Street, Suite 605
Portland, Oregon 97205
bwb@johnsoneconomics.com
503-295-7832

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KEY PERSONNEL RESUMES

ATTACHMENTS B & C – COBID Good-Faith Efforts

ATTACHMENT D – Price Form

I. PROJECT UNDERSTANDING AND APPROACH

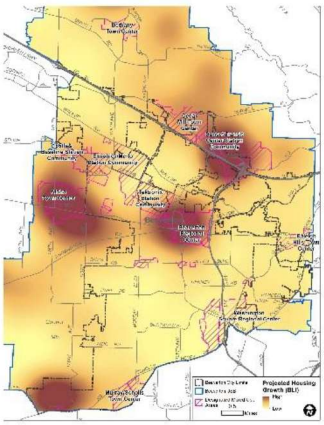
Like many coastal communities, Brookings faces challenges providing sufficient housing to residents of the right types and affordability levels. The natural beauty of the coast comes with constraints on buildable land that can be readily served with infrastructure to support cost effective new development. Brookings, located on the southernmost coast near the Oregon border, may feel some challenges even more acutely, such as the low availability of construction professionals, and higher labor and material costs. In this mix, vulnerable residents such as seniors and parts of the local workforce can face a shortage of viable housing options.

We understand that the City is requesting assistance to prepare a Housing Needs Analysis to describe and plan for current housing conditions and projected future housing needs. As part of this process, the City's consultant will prepare the following:

- *A projection of future housing and associated residential land needs, relying on the official OHNA forecast*
- *An updated Buildable Lands Inventory and a comparison of land needs and supply*
- *An implementation framework to address study findings, including needs for affordable and workforce housing*

As part of this process, the consultant will do the following:

- *Facilitate meetings of a Project Advisory Committee*
- *Prepare for and conduct a community meeting*
- *Conduct work sessions with the Planning Commission and City Council*
- *Prepare City staff to adopt deliverables and implement next steps*



Heat Map of Growth Potential from Beaverton Housing and Market Analysis and Housing Strategy Project

It is essential that the process and work products reflect previous trends, existing conditions and projected housing needs for Brookings residents and that they also are consistent with statewide statutes, administrative rules and guidelines, including recent housing-related legislation.

Our understanding of the dynamics of the private development process can assist the City in diagnosing and working with market forces to further public policy objectives. In addition, recent changes in state law, including updated requirements for "middle housing", accounting for all income levels, and requirements for clear and objective standards for new housing all impact the study's findings. MIG has been hired by DLCD to consult on the interpretation and implementation of these new standards.

We understand that City staff will play an important role in this project and that their primary responsibilities will include:

- *Provide the consultant with needed available background documents and information, including residential permit and available GIS data.*
- *Select members and coordinate meetings of the Project Advisory Committee meetings, including helping to schedule meetings and providing materials to the group.*
- *Help schedule and make logistical arrangements and provide notice for public meetings.*
- *Review and comment on all consultant work products.*
- *Lead the local adoption process subsequent to the project.*



Meeting Facilitation, Tualatin

Our team is ready to work closely with the City of Brookings staff and community members to address these and other issues and help the City develop a roadmap to meet its future housing needs. We understand that this effort is a priority for the City, that local stakeholders, officials, city staff, and other community partners are interested in and committed to helping identify solutions to housing needs and affordability issues.

We look forward to the opportunity to join in these efforts.



II. PROPOSED SCOPE AND METHODOLOGY

A. PROPOSED SCOPE OF WORK

The scope of work provided in the RFP would serve as the framework for our work on this project. Based on our extensive experience in completing housing analysis across the state we provide a more detailed set of tasks and subtasks, as detailed in the table on the following page. All of the components in the RFP are included in our proposed tasks.

This table also includes our proposed budget by subtask (also summarized in Attachment D – Price Form).

All aspects of the scope of work and budget are flexible, and we welcome the opportunity to discuss it further and tailor it to meet the City's needs.

PROPOSED SCOPE & BUDGET ESTIMATE

	JOHNSON ECON.	MIG			TOTALS	
	Buckley	Hastie	Parish	Gryzbowski		
	$160	$250	$170	$120	Hours	Cost
Task 1: Project Initiation and Management						
1.1 Kick-off meeting with staff (remote)	3	2	3	2	10	$1,730
1.2 Project team phone mtgs (up to 8)	16	4	8	8	36	$5,880
Task Total:	19	6	11	10	**46**	**7,610**
Task 2: Review of Housing Inputs and Trends						
2.1 Review OHNA forecast, PSU estimates, other data	8	0	0	0	8	$1,280
2.2 Detail housing and demographic trends	12	0	0	0	12	$1,920
2.3 Profile current housing supply	20	0	0	0	20	$3,200
2.4 Project needed housing by type and subcategory	24	0	0	0	24	$3,840
2.5 Prepare *Draft Housing Trends Report*	16	1	4	4	25	$3,970
Task Total:	80	1	4	4	**89**	**$14,210**
Task 3: Residential Land Inventory						
3.1 Identify and compile GIS data layers	0	0	2	4	6	$820
3.2 Classify parcels by use and zoning	0	0	1	4	5	$650
3.3 Identify available and redevelopable parcels	0	0	4	8	12	$1,640
3.4 Apply environmental and other constraints	0	0	4	4	8	$1,160
3.5 Refine results with Staff based on local knowledge	2	0	4	8	14	$1,960
3.6 Convert capacity in acreage to housing units	2	0	4	4	10	$1,480
3.7 Prepare *Residential Land Inventory Report*	2	4	8	16	30	$4,600
Task Total:	6	4	27	48	**85**	**$12,310**
Task 4: Development Capacity and Density Analysis						
4.1 Convert needed housing types to land need	8	0	4	2	14	$2,200
4.2 Reconcile housing land need with buildable inventory	4	0	2	4	10	$1,460
Task Total:	12	0	6	6	**24**	**$3,660**
Task 5: Draft Housing Needs Analysis Report						
5.1 Prepare full *Housing Needs Analysis Report*	16	2	8	16	42	$6,340
Task Total:	16	2	8	16	**42**	**$6,340**
Task 6: Targeted Implementation Framework						
6.1 Evaluate housing goals, Comp Plan and dev code	4	1	4	8	17	$2,530
6.2 Propose implementation measures and strategies	12	1	8	8	29	$4,490
6.3 Prepare *Implementation Memo*	12	2	8	16	38	$5,700
Task Total:	28	4	20	32	**84**	**$12,720**
Task 7: Public Engagement						
7.1 Advisory Committee meetings (1 in person, 1 remote)	8	2	8	8	26	$4,100
7.2 Public Town Hall or Workshop (1, in person)	16	4	16	16	52	$8,200
7.3 Planning Commission Work Session (1, remote)	4	1	4	4	13	$2,050
7.4 City Council Work Session (1, remote)	4	1	4	4	13	$2,050
Task Total:	32	8	32	32	**104**	**16,400**
Total Hours	***193***	***25***	***108***	***148***	***474***	
Total Labor Costs	$30,880	$6,250	$18,360	$17,760		**$73,250**
Expenses (Travel, Market Data, Printing)						**$2,000**
TOTAL PROJECT COST						**$75,250**

B. METHODOLOGY

The analysis will be prepared in a manner that is compliant with statewide planning goal 10 (OAR 660-008 and OAR 660-024), with a planning period of 2026 through 2046. Following are some of the key methods we typically use in completing these tasks:

- **Develop a buildable land inventory (BLI) that meets state and regional requirements, while addressing local conditions**. We recommend using methodologies we have developed for other jurisdictions for identifying vacant and redevelopable land. We also recommend working with City staff and local stakeholders to adjust specific assumptions to ensure that they reflect local conditions. This could include assumptions related to the potential for future redevelopment, natural resource or other physical constraints, and projected development densities.





Photos of various housing types for *The Dalles Housing Strategies Report*

- **Clearly identify housing needs and current conditions**. The consultant team begin with the adopted OHNA housing production target, which includes 20-year housing need by income segment. The target must be further stratified into needed housing subcategories, including different construction types and densities, and specialized housing types such as accessible units. We will work closely with the AC to interpret our findings and identify the community's needs with respect to the full spectrum of residential products.

- **Address middle housing needs and requirements**. Our firms are particularly well-equipped to help address this issue. We have recently assisted other cities such address these issues and recent state requirements. MIG project manager Matt Hastie served as the consultant team Project Manager for DLCD's efforts to draft a model code for middle housing to provide guidance to cities across the state regarding consistency with HB 2001. Our experience allows us to identify a set of recommended changes to the City's Code which would be consistent with the model code.

- **Present information to AC members, other housing stakeholder and community members in a clear, intuitive manner**. We will use a combination of tables, charts, maps and infographics to illustrate demographic and housing trends, needs and findings. Examples of graphics used for similar, recent projects are interspersed throughout this proposal.

- **Identify a full range of strategies** the City can undertake, in partnership with local developers, non-profit housing providers, community advocacy groups and others to address future housing needs. These are expected to include strategies related to land supply, development code amendments, funding strategies, and partnerships with local housing providers, among others. We also will recognize strategies already being undertaken by the City that are working well and providing a positive impact on meeting housing needs.

- **Recommend measures to address housing needs.** Depending on the combined findings of the BLI and HNA analyses, we will identify potential implementation measures needed to accommodate future housing needs, including those for housing affordable to low and moderate-income residents. Depending on the findings, these measures or strategies *could* include some combination of the following:

  - "Efficiency measures" to use existing buildable land more effectively, such as expanding the range of housing types allowed in individual residential zones or adjusting other site development requirements or standards. Many of these strategies entail code amendments. We will provide a summary of potential amendments.
  - Propose expansion of the city's Urban Growth Boundary, or a UGB land swap, to address a finding residential land deficiency.
  - Rezoning land from one residential designation to another, or from a non-residential to a residential designation.
  - Incentives for development of housing affordable to low and moderate-income residents (e.g., height or density bonuses or parking reductions).
  - Programmatic strategies, including options to address housing needs in ways that do not include the city's regulatory authority. These strategies may include partnerships with non-profit or public housing developers, education and outreach to private housing developers, financial incentives, or public investments with potential to spur new residential development. Many of these strategies will be aimed at supporting development of housing affordable to low and moderate-income residents or people with special housing needs.



Illustration of cottage cluster housing for *Beaverton Housing Options Project Report*.

Illustration credit: Opticos Design

  - Review the City's existing Comprehensive Plan policies related to housing and identify potential policy amendments to additions to ensure consistency with state and federal requirements, address specific housing needs identified during this process, support partnerships among local housing providers and stakeholders, and promote opportunities for the development of housing affordable to people with a full range of incomes and housing needs, among other objectives.

III. PROJECT TEAM & RELEVANT EXPERIENCE

A. FIRM QUALIFICATIONS

Johnson Economics LLC

JOHNSON ECONOMICS is a well-established consulting firm founded with a specific focus on the economic aspects of land use planning and real estate development. Our combination of expertise in economics, planning and the private development market differentiates us from pure planning firms as well as pure economic consultancies. We bring a technical approach to planning projects which integrates the economic and market drivers of long-term land use, in addition to demographic factors.

JOHNSON ECONOMICS offers a full range of analytic services in real estate and economic development fields:

- *Housing Needs Analysis*
- *Housing policy*
- *Economic Opportunity Analyses*
- *Economic development studies and recommendations*
- *Target industry and industry cluster analysis*
- *Fiscal and economic impact analysis of growth and land use policies*
- *Feasibility of residential, commercial and mixed-use real estate projects*
- *Regional and local planning issues*
- *Developer interviews and roundtables*
- *Public/private partnerships*

Over 25 years, JOHNSON ECONOMICS has grown with the intent of assembling the most technically capable and knowledgeable consulting professionals in the Northwest. Jerry Johnson has been actively consulting in this field for over 35 years and has assembled a staff of highly qualified and experienced individuals. The firm is an Oregon certified ESB corporation.

Public-sector clients include cities, counties, regional governments, economic development agencies, urban renewal agencies, port districts, and others, ranging from the smallest to the largest in the Northwest. JOHNSON ECONOMICS also enjoys high credibility in the private sector and has access to the knowledge and opinions of businesses, professional developers and lenders. As a result, we offer our clients a comprehensive perspective on the interaction between public policy and private sector realities.

We approach every project differently and work closely with each client both at the outset and throughout the project to craft an approach that meets that client's needs. We maintain regular communication with our clients to ensure that local staff are directly involved in and informed about our methodology and results, including interim work products.

MIG

MIG is a leader in the planning field with over 100 years of combined experience in land use planning, housing policy, community involvement, transportation planning, and project management. The firm's success comes from an in-depth knowledge of federal, state, and local policies and procedures, as well as a collaborative and very responsive approach to working with our clients. MIG has an excellent understanding of the land use regulation and permitting process, including detailed knowledge of the resources needed to implement it. MIG regularly assists local governments in updating land use plans and development codes and also has contracted with local jurisdictions to serve as planning staff to review and process land use applications.

MIG staff assisted numerous jurisdictions in preparing housing needs analysis and housing production strategies in compliance with state, regional and national requirements, and programs, including Goal 10 housing analyses, Goal 9 EOA, Metro Title 7 compliance reports, Comprehensive Plan housing elements, Consolidated Plans for housing and community development and strategic and action plans to address housing and other needs of homeless and special needs populations.

As part of these and other planning processes, MIG personnel regularly work closely with local jurisdictions to design and implement public outreach and involvement processes, including preparing informational materials and facilitating advisory committees, public meetings and public work sessions and hearings.

- **Buildable Lands Inventories (BLIs):** MIG has been leading and supporting work on these types of projects for communities around the state for over 10 years and key staff at MIG have an even longer history of managing BLIs as part of previous work for other consulting firms. MIG has managed or played an integral role in preparing BLIs for communities of different scales around the state and recently worked on county-led HNA/BLI projects that cover another 10 jurisdictions. MIG key staff managed BLIs for another nine communities prior to joining MIG. The firm has an in-depth understanding of data sources and best practices for obtaining, compiling and analyzing spatial and associated data for these efforts.
- **Development Code Audits and Updates:** MIG has been providing these services since its inception in 1999 (over 20 years). Since that time, MIG has been a contractor for Oregon's Transportation and Growth Management (TGM) Code Assistance program and has conducted numerous code audit and update projects through that program for approximately 40 communities throughout Oregon. In addition, MIG regularly conducts similar projects for cities and counties outside of the Code Assistance program, either as stand-alone projects or as part of our work managing or supporting Concept and Master Plans, Transportation System Plans, and other planning efforts.

FAMILIARITY WITH STATE PROCEDURES AND REGULATIONS

Through direct project experience, our team members are very familiar with state and local planning and permitting procedures. With a focus on preparing housing and land use plans and permit for local governments and planning applicants throughout Oregon, Johnson Economics and MIG have extensive experience with addressing these requirements. Examples include the following:

- **Housing Plans and Buildable Lands Inventories**. Our team's collective work on housing needs analyses and buildable lands inventories give us an in-depth understanding of state guidelines and methodologies associated with state and local requirements related to housing, population projections, land inventory constraints, funding sources, and other aspects of these efforts.
- **Comprehensive Plan Amendments**. MIG regularly assists cities in updating their Comprehensive Plans. As part of these efforts, we typically assess consistency of existing or proposed new policies with state and regional laws, guidelines and other requirements. Recent work has included a full-scale update of the Multnomah County Comp Plan and targeted updates of plans for Astoria, Bend, Beaverton, The Dalles, Milwaukie, Tigard and recommended amendments to many others.
- **Development Code Updates and Land Use Permitting**. MIG has worked with over 35 communities around the state to update their development codes, including full-scale updates and targeted amendments. In addition, we frequently assist public and private landowners with preparation and approval of land use permits. As part of these efforts, we regularly prepare staff reports and goal findings demonstrating consistency with local plans and statewide rules in support of local adoption of new or updated policy and code. This experience on both sides of the table provides us with an extensive knowledge of state requirements associated with local development codes.
- **Urban Growth Boundary (UGB) Amendments**. Johnson Economics and MIG have assisted numerous jurisdictions in preparing successful UGB amendment applications. These include successful efforts by the cities of Redmond, Bend, Scappoose, Klamath Falls, and Hillsboro. In 2017, MIG's work on the Bend project received the OAPA Award for Professional Achievement in Planning. These efforts provide us with extensive knowledge of state rules and regulations associated with land needs and urban growth.
- **Housing Funding and Financing**. Johnson Economics regularly assists local government and private developers in identifying sources of funding for housing projects, including those affordable to people with low incomes. These include state and federal grant and tax abatement programs, as well as local funding tools.

In addition to this "on-the-ground" experience using and applying these requirements, MIG has been directly involved in the planning and rule making process to implement recent statewide housing initiatives including HB2001 and subsequent related legislation. Our team members regularly attend and participate in professional development sessions provided through the Oregon Chapter of the American Planning Association, Housing Land Advocates, and other organizations. These activities help us to continue to keep up to date on new legislation, rules, and case law.

B. KEY PERSONNEL

Project management would be the responsibility of Senior Project Manager Brendan Buckley who would also have primary responsibility for the Housing Needs Analysis and coordination with MIG on the buildable land inventory, policy assessment and strategies. Matt Hastie would serve as MIG's internal project manager responsible for the buildable land inventory, reviewing code and policies, and formulating implementation strategies based on this analysis.

The following is a summary of the proposed staffing for this project:

Key Personnel	Title	Hourly Rate	Primary Role
JOHNSON ECONOMICS			
Brendan Buckley	Senior Project Manager	$160	Day-to-Day Project Manager, Housing Trends & Projections
MIG			
Matt Hastie, AICP	Project Manager	$250	Public Involvement, Code and Policy Review, Strategies Formulation
Andrew Parish	Senior Land Use Planner	$170	Buildable Land Inventory, Code and Policy Review
Meg Grybowski	Project Associate	$120	GIS Analysis

Short biographies of key staff are provided below. ***Resumes are attached at the end of this proposal.***

BRENDAN BUCKLEY, SENIOR PROJECT MANAGER, JOHNSON ECONOMICS



Brendan Buckley will be largely responsible for the preparation of the housing market analysis, comparison of residential land needs and supply, and market-based elements of the housing strategy report for this project, as well as providing support for other tasks that are part of the project. Over the last decade, Brendan has personally managed over 25 housing studies for cities and counties, including Goal 10 Housing Needs Analysis, consolidated planning, and other in-depth housing studies. Brendan has also prepared dozens of market analyses for private sector housing development projects that give insight into housing market dynamics across the region.

Brendan has a background in affordable housing, urban renewal, planning, public/private development, and real estate development analysis. His areas of expertise include the interface of land use planning and the private real estate market, real estate feasibility analysis, and urban renewal and affordable housing issues. Before joining JOHNSON ECONOMICS in 2006, Brendan

worked in the long-range planning and the urban renewal program at the City of Gresham, Oregon, and as policy analyst at the Housing Authority of Everett, Washington.

Brendan's relevant housing experience includes:

- Consolidated Goal 10 Housing Needs Analyses for Western Washington County jurisdictions: Hillsboro, Forest Grove, Cornelius, Banks & North Plains
- Goal 10 Housing Needs Analyses for the Cities of Albany, Baker City, Beaverton, Boardman, Gold Beach, Hermiston, Keizer, Milwaukie, North Bend, Scappoose, Seaside, Sisters, Reedsport, The Dalles, Troutdale, West Linn, and others.
- Consolidated Plan updates for Washington County
- NW Natural regional housing forecasts
- Comprehensive housing study, City of Gresham
- Additional comprehensive housing metrics (in conjunction with Goal 10), City of Beaverton
- Central Tigard housing study, City of Tigard
- Central City housing study, City of Redmond
- Central City housing study, City of Salem
- Comprehensive housing study, City of Great Falls, MT
- Equitable housing study, Washington County

MATT HASTIE, AICP, PROJECT MANAGER, MIG



Matt will serve as MIG's internal lead for this project. Matt has over 25 years of experience in land use and transportation planning, housing studies, environmental regulation, geographic information systems, and economic development issues. He has managed numerous land use and transportation planning projects, including concept plans, master plans, comprehensive plans, transportation system updates, corridor plans, siting studies, development code updates, and other planning efforts within the Portland Metro region and throughout the Pacific Northwest. Matt has worked on approximately 26 housing planning and policy efforts for cities and counties throughout Oregon and in Idaho and Alaska, including Goal 10 housing analyses, Metro Title 7 compliance reports, Comprehensive Plan housing elements, Consolidated Plans for housing and community development, and strategic and action plans to address housing and other needs of homeless and special needs populations. Matt's work on Consolidated Plan and affordable housing studies has given him a strong understanding of social and political issues specific to housing.

Matt also has managed a variety of development code update projects, including recent and efforts for the cities of Astoria, Canby, Dundee, Milwaukie, Eugene, Tualatin, and St. Helens, among others. In addition, Matt has worked on land use permitting efforts for mixed use and affordable housing projects, giving him invaluable information about how those developers are affected by local policies and development codes. Finally, Matt is a skilled facilitator and has

extensive experience in organizing and conducting large-scale public involvement processes for complex and controversial planning projects.

Matt's relevant housing experience includes:

- Goal 10 Housing Needs Analyses and Buildable Lands Inventories for the cities of Astoria, Beaverton, Boardman, Ione, Irrigon, Keizer, Manzanita, Milwaukie, Nehalem, Silverton, The Dalles, Tigard, Warrenton, West Linn, and Wheeler, among others.
- Affordable Housing Plans for the Cities of Ashland, Beaverton, and Bend
- Metropolitan Housing Rule assessment, plan and code amendments, City of Troutdale
- Metro Title 7 Compliance Report and Housing and Neighborhood Stabilization Report, City of Beaverton
- Consolidated Plan updates for Washington and Clackamas Counties
- NSP2 Grant Application for housing and community development funding, State of Oregon and Consortium of Oregon Counties
- Ten-Year Plan to Address Homelessness in Clackamas County
- Housing Elements of Comprehensive Plan for communities listed above, as well as the Kenai Peninsula and Kodiak Island Boroughs of Alaska, Ada County, Idaho, and Multnomah County and West Linn, Oregon

C. Relevant Project Experience

Johnson Economics and MIG have a sustained long-term partnership, including work on many projects in Oregon. Previous collective experience includes:

- Housing Needs Analyses, Buildable Lands Inventories, and Housing Strategy Reports for over 30 cities in Oregon.
- Housing Strategy Plans and Implementation Plans for the cities of Gold Beach, North Bend, Florence, Waldport, multiple cities in Clatsop and Lincoln Counties, among many others.
- Urban Growth Boundary Amendment Applications and Assessments.
- Consolidated Plans for Community Development and Housing for Oregon counties.

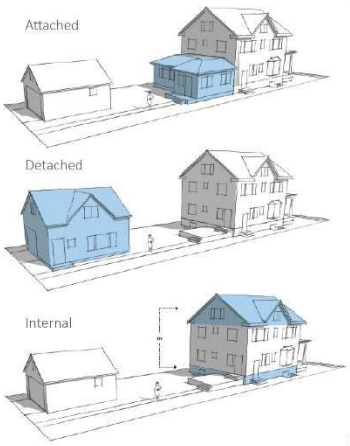
The following is a sample of housing- and housing code-related projects completed on time, within budget and to our clients' satisfaction. Several of these examples include repeat work based on our extremely strong commitment to our clients' needs. In addition to these examples, our team has worked on dozens of additional housing needs projects across the state.

- **Housing Projects, Multiple Jurisdictions, Oregon Department of Land Conservation and Development**. MIG was one of several consultants who conducted housing studies for local communities under contract to the DLCD. MIG completed work on 15 projects concurrently in all four project categories – Housing Needs Analyses, Code Audits, Code Updates, and Housing Strategy Implementation Plans. Johnson Economics supported MIG

on the majority of these projects. All projects were completed on time or ahead of schedule within a very tight timeframe of six to seven months. All but two projects were completed within or under the available budget. Two projects required more resources to complete than budgeted but entailed no additional expense to the communities, given the fixed fee nature of the contract. The majority of these projects were for small and medium sized cities throughout Oregon.

MIG was again selected by DLCD to provide these services in the latest grant cycle, and partners with Johnson Economics on those involving HNA and HCA analysis, as well as Housing Production Strategies.

- **Housing Needs Analysis, Buildable Lands Inventory and Code Update projects, City of The Dalles**. Johnson Economics and MIG has assisted the City of the Dalles on several recent planning projects. Projects have included a Housing Needs Analysis completed by Johnson Economics and MIG, follow-up Housing Strategies Roadmap and Housing Development Code Update projects, and an Employment Land Buildable Lands Inventory.



An illustration of three types of ADUs for The Dalles Housing Strategies Report.
Illustration credit: AccessoryDwellings.com

- **City of Milwaukie, Oregon: Goal 10 Housing Needs Analysis and BLI.** The team worked with the City of Milwaukie to assess long-term housing needs, conduct a buildable land inventory, and prepare implementing policies, development code and other housing related recommendations for the City. Tasks included summarizing current and projected future demographic and housing conditions and needs; ensuring that Comprehensive Plan policies are consistent with regional, state and federal requirements; reviewing the city's development code and recommending changes needed to reduce barriers and improve the city's ability to meet future housing needs; and preparing a Housing Strategies Report summarizing the results of these efforts. MIG and Johnson Economics also presented information to assist in facilitating meetings of a Technical Advisory Committee, and made presentations to the city's Planning Commission and City Council.

- **City of Keizer, Oregon: Housing Needs Analysis and BLI.** Johnson Economics and MIG developed a Housing Needs Analysis and an Economic Opportunities Analysis for the City of Keizer, which was adopted by the City in 2013. The work was done within the context of a regional EOA for the Salem-Keizer metropolitan area and addressed the area's current position within the greater metropolitan area. The EOA work built upon the regional work and included a significantly improved methodology for refining the Buildable Land Inventory (BLI). This project included an extensive public outreach effort, both to the community as well as agencies reviewing the plans. Our team's work including evaluating and recommending revisions to Comprehensive Plan goals and policies and Development Code requirements related to housing and economic development. As part of this effort, the team also evaluated potential efficiency measures for reducing the need

for future urban growth boundary expansions and identified and assessed a number of potential expansion areas.

- **City of Beaverton: Housing Needs Analysis and Strategy,** Johnson Economics and MIG completed an in-depth housing needs study, with accompanying goals and policy recommendations for the City of Beaverton. The study met the requirements of the Goal 10 HNA while also providing additional data and strategy on housing in the community. The project took into account the extensive areas of unincorporated Washington County within Beaverton's service area, as well as planning efforts in the South Cooper Mountain Annexation Area. The deliverables forecasted housing and residential land need within the current City boundary, unincorporated areas, and combined.

- **Washington County: Housing Market Conditions and Needs Analysis.** Johnson Economics, in partnership with MIG, completed an assessment of housing conditions and needs analysis for the county as a whole. This analysis was included in the housing needs portion of Washington County's Consolidated Plan. To conduct the housing needs analysis, Johnson Economics utilized the same projection model used for Goal 10 projects. This project resulted in an understanding of the current housing supply in terms of number, types, and condition of units. It also projected the future demand for these unit types, how that need matched the current supply, and the implications for what housing types would be needed over the next 20 years.



- **City of Tigard: Housing Needs Analysis.** Johnson Economics and MIG completed a Goal 10 housing and residential land needs assessment for the City of Tigard as part of the City's Periodic Review work program. The project included coordination with Metro, DLCD and local housing stakeholders, and took into account recent planning work in Tigard's downtown, the recently annexed West Bull Mountain area, and prospective transit station areas.

- **Housing Needs Analysis, Buildable Lands Inventory, Housing Strategies and Code Amendments, City of Astoria.** We have worked on multiple projects for the City of Astoria during the last 15+ years. Our two firms prepared a HNA and BLI for the City in 2009. We recently updated that work as part of a county-wide housing study for Clatsop County that included all incorporated cities. In addition, MIG has worked on four development code amendment projects to implement the Astoria Riverfront Vision Plan. These projects included significant outreach to housing and other community stakeholders in Astoria and extensive coordination with the City's Planning Commission and Council.

The following is a partial list of additional relevant projects related to housing needs analysis, implementation plans, other housing studies, and code and policy assessments.

- City of Boardman Housing Capacity Analysis (Ongoing)
- City of Boardman, OR Residential BLI (2025)
- HCAs for the cities of Cornelius, Umatilla, and Jacksonville (beginning 2026)
- Housing Needs Analysis and Housing Production Strategy, City of West Linn OR (2025)
- Housing Advancement Plan, City of Gold Beach OR (2022)
- Housing Needs Analysis, City of Sisters (2019)
- Happy Valley Buildable Lands Inventory, Housing Needs Analysis, and Housing Strategies Report (2025)
- Housing Needs Analysis and Development Code Updates, City of Estacada OR
- Buildable Land Inventories and Housing Needs Analyses for the cities of Albany, Baker City, Beaverton, Bend, the Dalles, Gold Beach, Hood River, Heppner, Hermiston, Keizer, Lincoln City, Newport, Milwaukie, West Linn, and Wilsonville.
- Urban Growth Boundary Exchange, City of Grants Pass (2025)
- Urban Growth Boundary Amendment, City of Sisters (Ongoing)
- Comprehensive Plan Update, City of Sisters (2020)
- Housing Implementation Plan and Land Use Efficiency Measures, City of Sisters (2023)
- Comprehensive Plan Update, Deschutes County (2024)
- Urban Growth Boundary Amendment and Comprehensive Plan Update, City of Bend (2016)
- Comprehensive Plan Update, City of Kent, WA (2025)
- Comprehensive Plan Update, City of Puyallup, WA (2025)
- East Albany Plan, City of Albany (2023)
- Housing Implementation Plan, City of Albany (2021)
- Middle Housing Development Code Update, City of The Dalles (2020)
- Mixed Use Overlay Zoning Regulations and Urban Design, City of Happy Valley (2025)
- Middle Housing Model Code, State of Oregon (2020)
- Model Code for Small Cities Update, State of Oregon (Ongoing)
- Middle Housing Code Updates, Cities of Beaverton, Eugene, and Keizer OR
- Mission Community Master Plan, Confederate Tribes of the Umatilla Indian Reservation, OR (2018)
- Comprehensive Plan Update, Muckleshoot Indian Tribe, WA (2025)
- Equitable Housing Study, Washington County
- Anti-Displacement Housing Project, City of Beaverton
- Comprehensive Housing Study and Strategy, City of Gresham
- Downtown Urban Renewal Housing Strategy, City of Redmond
- Housing Allocation Model, Metro
- Housing and Population Study, City of Tigard

IV. SCHEDULE

The timeline to complete the outlined scope of work is dependent upon data availability and outreach and meeting schedules. The following outlines a proposed timeline, keeping to the RFPs stated deadline of November for project completion. However, our team is flexible to adjust this based on Brookings's requirements and preferences.

PROPOSED SCHEDULE

PROJECT TASKS	2026								
	Mar.	Apr.	May.	June	July	Aug.	Sept.	Oct.	Nov.
Task 1: Project Initiation and Management									
Task 2: Review of Housing Inputs and Trends									
Task 3: Residential Land Inventory									
Task 4: Development Capacity and Density Analysis									
Task 5: Draft Housing Needs Analysis Report									
Task 6: Targeted Implementation Framework									
Task 7: Public Engagement									
7.1 Advisory Comm. Meetings (1 in person, 1 remote)		X			X				
7.2 Public Town Hall or Workshop (1, in person)					X				
7.3 Planning Commission Work Session (1, remote)					X				
7.4 City Council Work Session (1, remote)								X	

JOHNSON ECONOMICS

BRENDAN BUCKLEY

Senior Project Manager, JOHNSON ECONOMICS
Portland, Oregon



BRENDAN BUCKLEY is a Senior Project Manager with 18 years of experience with JOHNSON ECONOMICS. Mr. Buckley conducts market research and public policy analysis for a range of public and private sector clients. He has professional experience in Urban & Regional Planning, Urban Renewal, Economic Development and Housing. Brendan's public/private background helps him develop effective implementation strategies for public clients that reflect real estate market realities.

Prior to joining JOHNSON ECONOMICS, Mr. Buckley served as an Associate Planner for the City of Gresham in long range planning and Urban Renewal, Policy and Research Assistant for the Everett Housing Authority, and a Project Manager at Imandi Corporation.

Education:

Portland State University
Portland, Oregon
Masters of Urban and Regional Planning
Graduate Cert. in Real Estate Development

Willamette University
Salem, Oregon
B.A. in Philosophy (Cum Laude)

Areas of Specialization:

- **Goal 10 Housing Analysis**
- **Goal 9 Econ. Opportunities Analysis**
- **Community Master Planning**
- **Real Estate Market Analysis**
- **Interface of Public Policy and Private Development**
- **Urban Renewal and Redevelopment**
- **Town Center Revitalization**
- **Pro Forma and Feasibility Analysis**
- **Urban and Regional Planning**
- **Affordable Housing**
- **GIS Analysis**

RECENT EXPERIENCE:

Has managed or contributed analysis to Goal 10 Housing Needs Analysis for dozens of jurisdictions across the state. In the last year, contributed to state-funded HNA or housing strategies for 12 cities. Other clients include the cities of Albany, Banks, Beaverton, Cornelius, Forest Grove, Hermiston, Hillsboro, Keizer, Milwaukie, North Plains, Seaside, The Dalles, Tigard, Troutdale, among others.

Non-Goal 10 housing studies for the multiple jurisdictions in Clatsop and Morrow Counties, and the cities of Gresham and Redmond, OR. Equitable housing study for Washington Co.

Pro-forma feasibility assessment of market-rate and affordable housing. Assessment of impact of code and policy levers on housing feasibility, and implementation recommendations.

Market analysis of rental and for-sale residential development across the Northwest. Tracks market trends and indicators that impact housing development across the state.

Market analysis in support of Urban Renewal and downtown revitalization plans for multiple Oregon jurisdictions.

Goal 9 Economic Opportunities Analysis for multiple jurisdictions including Albany, Beaverton, Forest Grove, Hillsboro, Keizer, Milwaukie, Molalla, Seaside, Troutdale, and 15 Eastern Oregon cities. EOA experience includes quantitative analysis, land inventory, policy review and recommendations, land need forecasts, public outreach and presentation.



Matt Hastie, AICP

PROJECT MANAGER

Matt Hastie is a highly versatile planner and project manager who has worked with communities throughout Oregon and the Pacific Northwest on a diverse range of projects from urban design and land use planning and permitting to housing, transportation, parks and recreation, and economic development. Matt combines analysis and problem-solving from his engineering background with expertise honed over 30 years helping clients and communities define and respond to complex and often challenging issues. He especially enjoys the collaboration and relationship-building inherent in planning and excels in communication, facilitation, and outreach. Matt consolidates and presents information so people can understand the trade-offs associated with alternative solutions to achieve optimum results for the greatest number of people. As a project manager, he is engaging, efficient, and tireless — seeking to ensure that everyone he works with is empowered to contribute to project success. Matt has extensive experience in land use permitting for a wide variety of projects, including infrastructure, housing and mixed projects, as well as in updating local development codes for cities across Oregon to streamline and right-size land use permitting procedures and processes.

EDUCATION

- Masters in Regional Planning, Cornell University
- BS, Engineering, Cornell University

CERTIFICATIONS

- American Institute of Certified Planners

PROFESSIONAL AFFILIATIONS

- American Planning Association
- Women's Transportation Seminar
- Visiting Lecturer, City and Regional Planning Department, Cornell University
- Adjunct Professor, Portland State University

SELECTED PROJECT EXPERIENCE

- Conducted Goal 10 Housing Needs Analyses, Buildable Lands Inventories and Policy Analyses for the cities of Albany, Astoria, Baker City, Beaverton, Boardman, Cornelius, Estacada, Gold Beach, Happy Valley, Irrigon, Keizer, Lake Oswego, Manzanita, Milwaukie, Monmouth, Nehalem, Prineville, Silverton, Sisters, The Dalles, Tigard, Troutdale, Warrenton, and West Linn
- Conducted Multi-Jurisdictional Housing Studies for Clatsop and Morrow counties and all their cities
- Prepared Housing Production Strategies and Housing Strategy Implementation Plans for the cities of Beaverton, Lake Oswego, Milwaukie, Tigard and West Linn, and for Lincoln and Washington Counties
- Conducted Residential Development Code updates for the cities of Albany, Beaverton, Cornelius, Estacada, Gold Beach, Hood River, Keizer, North Bend, Sisters, and The Dalles
- Prepared Affordable Housing Plans for the Cities of Ashland, Beaverton, and Bend
- Prepared Housing Implementation Roadmap for the City of The Dalles as a follow-up to completion of the city's HNA
- Prepared Housing Implementation Roadmap for the City of The Dalles as a follow-up to completion of the city's HNA
- Managed an Anti-Displacement Housing Study for City of Beaverton focused on development of new programs and funding sources for housing preservation and development



Megan Grzybowski

PROJECT ASSOCIATE | MIG

Megan Grzybowski is a Project Associate who is passionate about creating spaces in which people can genuinely and safely represent themselves and their culture. Working extensively in international development and clean water projects across Southeast Asia and Africa, Megan was drawn to the impact that authentic engagement and public participation can have on a community's self-realization and vision for their future. Megan is adept at taking larger-scale projects and data sets and translating them into visualizations that a wide array of audiences can connect with and understand. She integrates her technical knowledge of data into her community engagement strategies, allowing her to communicate with her clients and the public with an honest and heightened level of transparency. For Megan, this approach also allows us to see the disparities between who is burdened by existing policies or decisions and how we can undo those past harms through understanding.

EDUCATION

- MURP, Urban and Regional Planning, Portland State University
- BAA (Bachelor of Applied Arts) Child Development and Spanish, Central Michigan University

PROFESSIONAL AFFILIATIONS

- American Planning Association, Oregon Chapter (OAPA), Member, 2021–present

PRESENTATIONS

- The Institute of Portland Metropolitan Studies and Portland State University Symposium, Creating a Resilient Food System, 2023
- Oregon American Planning Association, Planning for Food Security and Resiliency During Emergencies and Beyond, 2022

SELECTED PROJECT EXPERIENCE

- Kent Downtown Subarea Plan, Kent, WA
- Kent 2044 Comprehensive Plan, Kent, WA
- Lakewood 2040 Comprehensive Plan, Lakewood, CO
- Monroe 2044 Comprehensive Plan, Monroe, WA
- Puyallup 2044 Comprehensive Plan, Puyallup, WA
- Covington SR516 Pedestrian Bridge Project, Covington, WA
- Pearl Harbor Chief Petty Officer Bungalow Neighborhood, Honolulu, HI
- Community Resilience Hubs Land Analysis, Portland, OR*
- Regional Housing Strategy: Monitoring and Data Analysis, Puget Sound, WA*
- Household Travel Survey Program: Monitoring and Data Analysis, Puget Sound, WA*

**Work done prior to joining MIG*



Andrew Parish, AICP

MIG

PROJECT MANAGER / SENIOR LAND USE PLANNER

Andrew Parish helps communities answer tough questions by combining rigorous data analysis with dynamic written and visual storytelling. As a senior planner, Andrew's skills and over 10 years of experience allow him to apply his expertise at the neighborhood, city, regional, and larger scale to address complex land use and regulatory issues. He is committed to developing more options for housing and transportation to balance human needs with environmental sustainability. He pushes the boundaries of tools such as GIS and online engagement platforms to support clients, colleagues, and communities as they work together to confront current and long-term challenges.

EMPLOYMENT WITH FIRM

- 12 years

EDUCATION

- MURP, Portland State University
- BA, Political Science, University of California, San Diego

REGISTRATIONS

- AICP Certified Planner

PROFESSIONAL AFFILIATIONS

- American Institute of Certified Planners (AICP)
- American Planning Association

SELECTED PROJECT EXPERIENCE

- Kent 2044 Comprehensive Plan and SEPA Environmental Impact Statement, Kent, WA
- Monroe Comprehensive Plan, Monroe, WA
- Bend Urban Growth Boundary Remand, Bend, OR
- Medford Downtown 2040 Plan, Medford, OR
- Bend Wastewater Collection System Master Plan Update, Bend, OR
- Puyallup Comprehensive Plan and Development Code Update, Puyallup, WA
- Sisters 2040 Comprehensive Plan Update, Sisters, OR
- Comprehensive Plan Update, Deschutes County, OR
- Frog Pond Concept Plan, Frog Pond West Master Plan, and Frog Pond East and South Master Plan, Wilsonville, OR
- Newberg Riverfront Masterplan, Newberg, OR
- South Cooper Mountain Concept Plan and Cooper Mountain Community Plan, Beaverton OR
- Housing Needs Analysis, Economic Opportunities Analysis, Housing Plan Update, and UGB Sufficiency Report, Sisters, OR
- Buildable Land Inventories and Housing Needs Analyses: Albany, Baker City, Beaverton, Bend, Boardman, Gold Beach, Happy Valley, Hood River, Heppner, Hermiston, Hillsboro, Keizer, Milwaukie, The Dalles, Umatilla, West Linn, and Wilsonville, OR
- Housing Needs Analysis, Lincoln County, OR
- Mission Community Master Plan and Transportation System Plan Update, Confederated Tribes of the Umatilla Indian Reservation (CTUIR)
- Southern Nevada Strong Regional Plan, Regional Transportation Commission of Southern Nevada

Attachment B – Good-Faith Efforts Checklist (ORS 200.045 a–j)

Consultants must complete this checklist to document compliance with ORS 200.045 Good-Faith Efforts requirements.

Letter	Good-Faith Effort Action	Completed (Yes/No) / Notes
a	Attend pre-proposal meetings to inform COBID firms of opportunities.	No, we were not aware of this type of pre-preposal meeting.
b	Identify feasible sub-tasks suitable for COBID subcontractors.	Yes, Johnson Econ is itself a certified Emerging Small Business (ESB). And will be responsible for many subtasks. In subcontracting generally we consider COBID status in subcontractors.
c	Advertise subconsulting opportunities in general, trade, and COBID-targeted publications.	No, our firm does not advertise in this manner
d	Send written notices to COBID-certified firms with sufficient lead time.	No, our firm does not advertise in this manner
e	Follow up with COBID firms to confirm interest.	Yes, we communicate with potential partner firms of all kinds on possible partnership opportunities.
f	Provide adequate information for COBID firms to prepare bids.	Yes, when we do partner with firms, we communicate with them to prepare combined bids.
g	Negotiate in good faith with interested COBID firms.	Yes, we communicate with potential partner firms of all kinds on possible partnership opportunities.
h	Assist with bonding, credit, or insurance requirements as needed.	No, not appicable. Subcontractors and partners are responsible for thie own requirements
i	Make reasonable efforts expected to produce COBID participation.	Yes, we communicate with potential partner firms of all kinds on possible partnership opportunities.
j	Use assistance from community and contractor organizations supporting COBID outreach.	Yes, we communicate with potential partner firms of all kinds on possible partnership opportunities.

Attachment C – COBID Participation Plan Table

List all COBID-certified firms proposed for this project and their participation levels.

Firm Name	Certification Type	Task or Service	Dollar Amount ($)	Percent of Contract (%)
Johnson Economics, LLC	Emerging Small Business (ESB)	Project lead firm. Housing analysis and implementation plan.	$30,880	41%

Attachment D – Price Form (Budget Breakdown)

Proposers must complete this form aligning task costs with the project's approved grant budget categories.

Task / Budget Category	Estimated Cost ($)	Description of Work
Consultant Fees	$7,610	Project management; Kick-off meeting; Project team meetings.
Data Acquisition	$500	Economic and demographic data; Mapping data.
Community Engagement	$17,900	Advisory Committee meetings; Public town hall or workshop; Planning Commission work session; City Council work session; Travel expenses for in-person engagement.
Report Preparation	$49,240	Background research and review; Technical and data analysis; Housing and land need projections; Land inventory analysis; Implementation strategies; Report drafting and finalization.
Total	$75,250	See proposal for detailed scope and budget.

Exhibit D

CITY OF BROOKINGS, OREGON

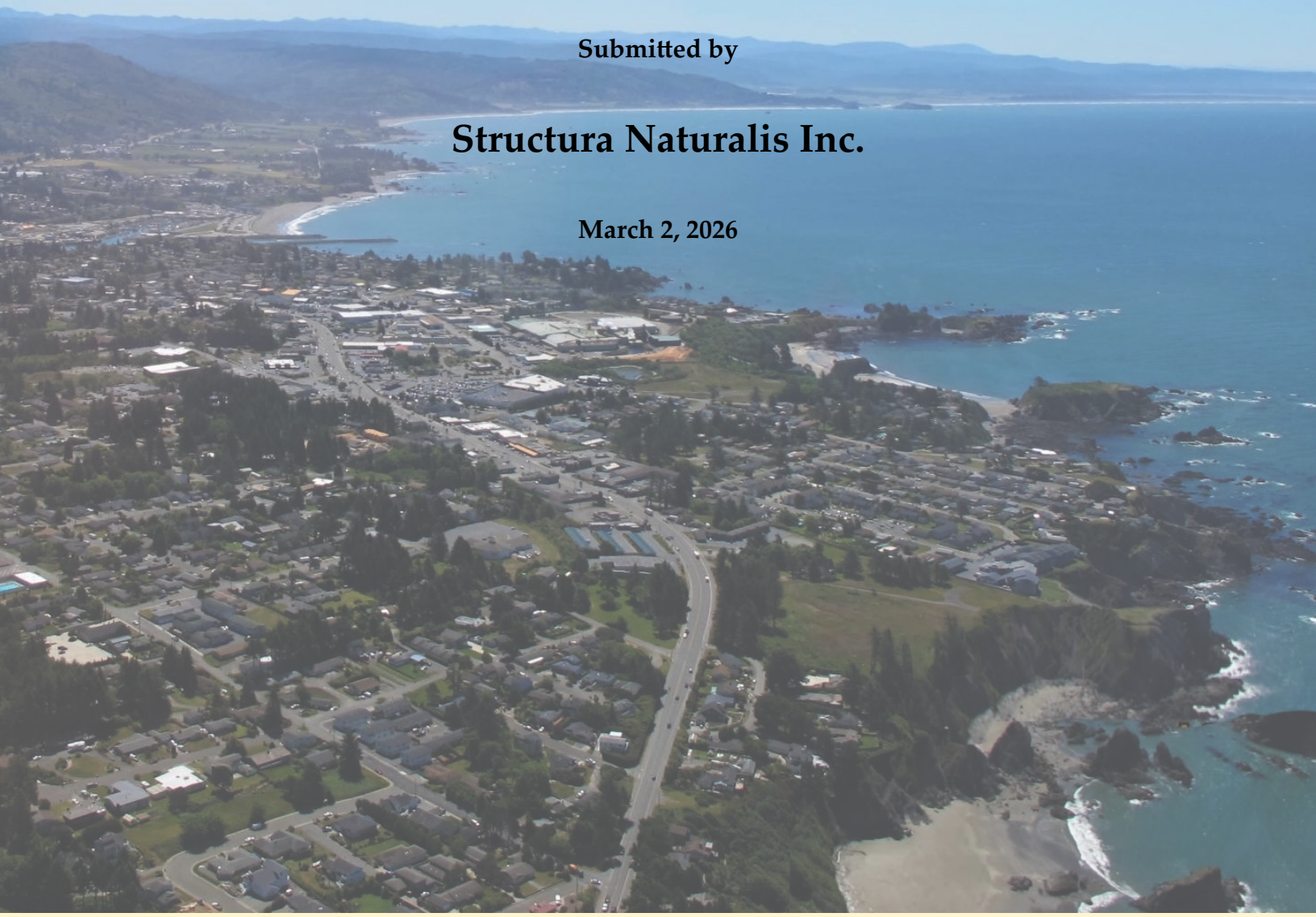
Proposal for

Housing Needs Analysis

Submitted by

Structura Naturalis Inc.

March 2, 2026



Structura Naturalis Inc.
PLANNING * URBAN DESIGN * STRATEGIC CONSULTING

Parametrix
ENGINEERING . PLANNING . ENVIRONMENTAL SCIENCES

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Structura Naturalis Inc.
Michael W. Mehaffy, Ph.D.
Planning * Design * Strategic Consulting
P.O. Box 2579 * White Salmon, WA 98672 * 503-250-4449

March 2, 2026

Tim Rundel
City Manager
City of Brookings
898 Elk Drive
Brookings, OR 97415

Re: RFP – Housing Needs Analysis Consultant Services

Dear Mr. Rundel:

I am pleased to submit this proposal to prepare the City of Brookings' 2026 Housing Needs Analysis. With more than three decades of experience in Oregon land use planning, housing capacity analysis, and implementation strategy, our team brings a disciplined, small-city–appropriate approach that aligns closely with the City's stated objectives: a legally defensible, hearings-ready HNA that is transparent, proportionate, and tightly managed within the available budget. This proposal is structured to fully comply with HISF grant requirements and reporting conditions.

As principal, I will be the project lead. My own work has consistently focused on the interface between housing need, land capacity, regulatory frameworks, and practical implementation. I have led housing action planning efforts, land capacity analyses, and code strategy development in Oregon and the Pacific Northwest, and I am thoroughly familiar with the statutory framework governing Goal 10 housing compliance, SB 1537 production targets, and related DLCD guidance. I have also taught urban-scale planning at the University of Oregon, grounding my practice in both technical rigor and clear communication of complex planning concepts to non-technical audiences.

Importantly, I have direct familiarity with Brookings. I previously served as planner for a private development project within the city, and I have designed several homes (including accessory dwelling units) that were constructed locally. While those experiences are distinct from the scope of this HNA, they provided valuable hands-on insight into Brookings' development patterns, regulatory processes, infrastructure realities, and community character. I understand the scale, constraints, and opportunities that define housing needs and feasibility in coastal communities such as Brookings.

My role will be to serve as Project Manager and Lead Author. Parametrix, a widely respected multi-disciplinary engineering firm based in Oregon, will serve as a focused technical subconsultant, providing GIS-based residential land inventory analysis, parcel-level capacity modeling, and professional-quality mapping and data visualization. This structure ensures that the City receives strong technical GIS capability while maintaining a lean and efficient overall team.

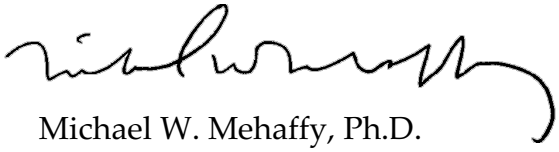
Our approach will emphasize:

- Clear documentation of assumptions and data sources;
- Transparent net-to-gross and redevelopment probability criteria appropriate for a city under 10,000 population;
- Realistic application of the six dwelling units per net residential acre production strategy;
- Straightforward identification of any housing capacity gaps; and
- A concise implementation framework that identifies high-impact regulatory and infrastructure actions without expanding scope into full code drafting.
- Regular coordination with DLCD staff at key milestones to ensure consistency with state guidance.

We fully support the City's emphasis on scope control and budget discipline. We are a lean team that is able to deliver budget-conscious, personalized service. Our work plan is structured around a single consolidated draft and a defined set of deliverables, consistent with the RFP's anti–scope creep provisions. We are confident the project can be completed well within the required November 9, 2026 deadline.

I appreciate the opportunity to assist the City of Brookings in advancing housing planning that is technically sound, locally grounded, and practically actionable. I look forward to the possibility of working with you and your staff on this important effort.

Sincerely,



Michael W. Mehaffy, Ph.D.
President, Structura Naturalis Inc.



Accessory dwelling units and residences in Brookings, designed by our team in 2003.

Project Understanding and Approach

Project Understanding

The City of Brookings seeks a Housing Needs Analysis that is legally sufficient, transparent, scaled appropriately to a city under 10,000 population, and aligned with Oregon Laws 2024, Chapter 110 (SB 1537) and associated state housing production guidance. While Brookings is not subject to OAR 660-008 administrative rules, the HNA must incorporate a production strategy assumption of at least six dwelling units per net residential acre and support future housing and infrastructure planning decisions.

The City has emphasized several key principles that will guide this project:

- Proportional methods appropriate to a small coastal community;
- Clear documentation of assumptions and data sources;
- Realistic evaluation of residential land supply and redevelopment likelihood;
- A defensible comparison of housing need and development capacity;
- Strict scope control and budget discipline; and
- Engagement tied to meaningful decision points.

Brookings faces housing supply and affordability pressures typical of coastal Oregon communities, including infrastructure constraints, redevelopment complexity, and market feasibility considerations. Accordingly, the HNA must not only quantify need and capacity but do so using realistic development assumptions grounded in local conditions.

Our team understands that the ultimate purpose of this effort is to produce a hearings-ready document that can withstand Planning Commission and City Council scrutiny while clearly informing next-step policy decisions.

Overall Approach

Our approach is structured around four core principles:

1. **Statutory clarity and defensibility**
2. **Proportional methodology**
3. **Transparent and realistic capacity modeling**
4. **Actionable, high-impact implementation guidance**

Each is described below.

1. Statutory Clarity and Defensibility

The Housing Needs Analysis will be prepared in alignment with:

- State-provided housing production target allocation inputs
- Applicable Goal 10 housing requirements
- SB 1537 production strategy expectations
- DLCD guidance for smaller jurisdictions
- HISF grant requirements and reporting conditions

All assumptions—including planning horizon, demographic inputs, vacancy assumptions, income distribution, and density applications—will be explicitly documented in a concise technical memorandum. This ensures that the City, DLCD reviewers, and decision-makers can clearly understand the basis for conclusions.

The HNA will be structured to be defensible without being over-engineered. Where discretion exists in methodological choices, we will explain the rationale and document how those choices are appropriate to Brookings' size and context.

2. Proportional Methodology for a Small City

The RFP correctly emphasizes that Brookings does not require large-city modeling approaches. Accordingly:

- Demographic projections will rely on appropriate state data and proportional forecasting methods.
- Land inventory assumptions will reflect actual development patterns in Brookings rather than metropolitan-scale redevelopment rates.
- The six dwelling units per net residential acre production strategy will be applied in a way that reflects zoning realities and infrastructure feasibility.

Our experience in small and mid-sized Oregon communities has shown that overly complex modeling can obscure rather than clarify housing feasibility. We will instead employ clear, transparent calculations that can be readily understood by decision-makers and the public.

3. Residential Land Inventory and Capacity Analysis

The Residential Land Inventory (Task 3) is central to the defensibility of the HNA. Working closely with Parametrix as GIS technical subconsultant, we will:

- Identify vacant, partially vacant, and redevelopment-prone parcels;
- Apply clearly stated net-to-gross and development constraint assumptions;
- Distinguish between:
    1. Total residentially zoned land,
    2. Buildable land after environmental and infrastructure constraints, and
    3. Land realistically available during the planning horizon.

Redevelopment probability assumptions will be grounded in:

- Parcel size and configuration;
- Improvement-to-land value ratios;
- Zoning allowances;
- Local market characteristics; and
- Observed development trends in Brookings.

Capacity will be evaluated by zoning district (R-1, R-2, R-3 and others as applicable), applying realistic density expectations while incorporating the required minimum production strategy of six dwelling units per net residential acre. The resulting development capacity tables will clearly show:

- Theoretical maximum capacity;
- Constrained buildable capacity; and
- Realistic planning-horizon capacity.

Any gap between identified housing need and realistic capacity will be explicitly quantified.

4. Clear, Hearings-Ready Reporting

The Draft and Final HNA will be written to serve multiple audiences:

- City staff
- Planning Commission
- City Council
- Interested residents
- DLCD reviewers

The document will include:

- Concise narrative explanation;
- Clear tables and graphics;
- Mapping outputs that illustrate land distribution and capacity;
- A methods appendix documenting calculations and data sources.

The goal is clarity without excessive technical jargon, ensuring transparency while maintaining professional rigor.

5. Targeted Implementation Framework

The RFP appropriately limits implementation scope to a focused, high-level framework. Following identification of any housing-capacity gaps, we will prepare a concise memorandum identifying three to five high-impact actions appropriate to Brookings.

Each action will include:

- The objective;
- Affected zoning or standards;
- High-level amendment concept (without ordinance drafting);
- Key tradeoffs and risks.

Potential categories may include:

- Adjustments to density allowances or dimensional standards;
- Streamlining redevelopment pathways;
- Infrastructure serviceability coordination;
- Incentive alignment with production targets.

This framework will be practical and directly tied to documented findings in the HNA.

6. Engagement Approach

Engagement will be purposeful and disciplined, aligned with defined project milestones:

- Early stakeholder/advisory meeting to confirm assumptions and issues;
- Planning Commission work session on draft findings;
- City Council work session prior to adoption.

Presentation materials will clearly explain:

- Housing need methodology;
- Land capacity findings;
- Density assumptions;
- Gap analysis results; and
- Proposed implementation concepts.

Our objective is to build technical understanding and confidence, reducing the likelihood of late-stage surprises or challenges.

7. Project Management and Scope Control

The work plan is structured around:

- A clearly defined task sequence;
- A single consolidated draft HNA;
- Defined review periods;
- A detailed project schedule aligned with the November 9, 2026 completion deadline.

We understand the importance of avoiding scope expansion. Any work beyond the defined tasks would require written authorization, consistent with the RFP's change-control provisions.

Conclusion

This approach combines statutory fluency, proportional analysis, disciplined scope management, and practical implementation thinking. The result will be a Housing Needs Analysis that is technically sound, locally grounded, and directly useful to the City of Brookings in guiding future housing and infrastructure decisions.



3. Proposed Scope and Methodology

Our methodology is structured to directly align with Tasks 1–7 in the RFP, producing each required deliverable while maintaining proportionality appropriate to a city under 10,000 population and adhering strictly to the project's not-to-exceed budget.

Task 1 – Project Initiation and Management

Approach

Upon contract execution, we will conduct a project kickoff meeting with City staff to:

- Confirm planning horizon and demographic framework;
- Review available GIS and parcel data;
- Confirm zoning classifications (R-1, R-2, R-3, etc.);
- Identify infrastructure constraints relevant to development capacity;
- Establish coordination schedule and review milestones.

We will prepare a refined project schedule identifying:

- Data acquisition period
- Draft technical memorandum
- Draft HNA release
- Engagement meetings
- Final adoption timeline

Deliverables

- Final project schedule with milestones and meeting dates
- Summary of key assumptions and data sources (1–3 pages)

Task 2 – Review of Housing Need Inputs and Assumptions

Data Sources

We will rely on:

- Oregon Housing Needs Analysis 2026 Production Targets and Adopted Methodology
- Portland State University Population Research Center (PRC) estimates
- Oregon Office of Economic Analysis data
- U.S. Census (Decennial Census, ACS 5-year data)
- DLCD housing need guidance documents
- City-provided local data (building permits, recent completions if available)

Method

1. Confirm planning horizon consistent with state guidance.
2. Apply state-provided allocation inputs relevant to Brookings.
3. Analyze:
    - Population growth
    - Household growth
    - Household size trends
    - Income distribution
    - Vacancy rates
4. Convert need into unit counts by housing type and affordability level.

Assumptions will be documented clearly and conservatively to avoid overstatement.

Deliverable

- Technical memorandum summarizing housing need inputs, assumptions, and methods

Task 3 – Residential Land Inventory

Parametrix will serve as GIS technical subconsultant under our direction.

Data Sources

- Curry County tax lot GIS shapefiles
- City zoning maps
- Comprehensive Plan maps
- FEMA floodplain maps
- Wetlands inventory (DSL where applicable)
- Slopes (if available via LiDAR or contour data)
- Infrastructure service areas (water/sewer where available)

Inventory Classification

Each parcel will be classified as:

1. Vacant
2. Partially vacant
3. Developed with redevelopment potential
4. Developed and unlikely to redevelop

Net-to-Gross Assumptions

Net-to-gross factors will be applied proportionally and transparently. Anticipated methodology:

- Deduct environmentally constrained lands (floodplain, wetlands, steep slopes where applicable)
- Deduct public rights-of-way where subdivision would require internal circulation
- Apply typical local subdivision factors (based on Brookings patterns)

Net developable acreage will be calculated after constraints.

Distinction Required by RFP

The inventory will clearly distinguish:

- Total residentially zoned land
- Buildable land (after environmental/infrastructure constraints)
- Realistically available land during planning horizon (after redevelopment probability screening)

Deliverables

- GIS-based inventory (City-compatible format)
- Capacity-ready parcel dataset
- Technical summary of assumptions and constraints

Task 4 – Development Capacity and Density Analysis

Density Application Method

Capacity will be evaluated by zoning designation (R-1, R-2, R-3, and others if applicable).

For each zoning district:

1. Identify allowed housing types.
2. Determine maximum allowable density.
3. Apply realistic achievable density assumptions.
4. Ensure application of minimum production strategy assumption of six (6) dwelling units per net residential acre across applicable land, as required by RFP.

Density will be calculated using:

- Net residential acreage (post-constraint)
- Zoning-based density allowances
- Typical lot yield assumptions (reflecting Brookings development patterns)

Capacity will be expressed as:

- Theoretical maximum capacity
- Constrained net capacity
- Realistic planning-horizon capacity

Redevelopment Probability Framework

Redevelopment screening will consider:

- Improvement-to-land value ratio (ILR)
- Parcel size and configuration
- Zoning intensity vs current use
- Observed redevelopment trends in Brookings
- Infrastructure access

We will avoid speculative assumptions and instead apply conservative, transparent criteria.

Gap Analysis Framework

The housing need identified in Task 2 will be compared against realistic capacity identified in Task 4.

The gap analysis will:

- Compare total unit need to realistic capacity
- Break down need and capacity by housing type (where feasible)
- Identify shortfalls by zoning district
- Identify structural constraints (zoning, dimensional standards, infrastructure limitations)

Deliverables

- Development capacity tables by zoning district
- Explanation of density assumptions and methodology
- Quantified housing-capacity gap (if any)

Task 5 – Draft Housing Needs Analysis Report

Report Structure

The Draft HNA will include:

1. Introduction and statutory context
2. Housing need methodology
3. Residential land inventory summary
4. Development capacity analysis
5. Gap analysis
6. Summary findings

7. Methods appendix

Maps and tables will be formatted for clarity and accessibility to non-technical audiences.

One consolidated draft will be provided, consistent with RFP scope limitations.

Deliverables

- Draft HNA (PDF and Word)
- Final HNA incorporating City comments (PDF and Word)

Task 6 – Targeted Implementation Framework

Following identification of any housing-capacity gaps, we will prepare a focused implementation memorandum (maximum 10 pages).

Framework Structure

For each recommended action (3–5 total):

- Objective
- Affected zoning or standards
- High-level amendment concept (no ordinance drafting)
- Key tradeoffs and risks
- Relationship to production strategy

Potential action categories may include:

- Adjustments to minimum lot sizes or dimensional standards
- Density calibration
- Streamlined infill/redevelopment pathways
- Infrastructure service prioritization
- Incentive alignment mechanisms

This memo will not expand into full code drafting, consistent with RFP limits.

Deliverable

- Implementation memo (maximum 10 pages)

Task 7 – Stakeholder, Planning Commission, and City Council Engagement

Engagement will be structured and milestone-driven.

Meetings

- One stakeholder/advisory meeting (early phase)
- One Planning Commission work session (draft findings)
- One City Council work session (final HNA)

Materials

For each meeting, we will prepare:

- Clear slide presentations
- Maps and summary graphics
- Housing need and capacity explanation charts
- Gap summary tables

We will provide brief meeting summaries as requested.

Scope Control

The work plan is designed to:

- Include one consolidated draft
- Avoid additional analytical expansions
- Maintain defined GIS tasks
- Complete within required schedule and budget

Any additional work will require written authorization, consistent with RFP change-control provisions.



4. Project Team and Relevant Experience

Project Leadership

Michael W. Mehaffy, Ph.D.
Project Manager and Lead Analyst
President, Structura Naturalis Inc.

Dr. Mehaffy will serve as Project Manager and Lead Author for the Brookings Housing Needs Analysis. He will be responsible for:

- Overall project management and schedule control
- Housing need methodology and statutory compliance
- Development capacity and density analysis
- Gap analysis
- Implementation framework development
- Preparation of draft and final HNA reports
- Presentation to stakeholders, Planning Commission, and City Council

Dr. Mehaffy has over three decades of experience in housing policy, land use planning, and development capacity analysis in Oregon and the Pacific Northwest. He has worked extensively with communities navigating Goal 10 housing requirements, land capacity issues, and regulatory calibration.

He has:

- Led housing action planning and land capacity efforts in small and mid-sized communities

- Provided advisory services on zoning calibration and density assumptions
- Managed entitlement and master planning processes for residential and mixed-use development
- Worked directly with local elected officials and planning commissions in many jurisdictions throughout Oregon

In addition, Dr. Mehaffy has taught urban-scale planning and development analysis at the University of Oregon and Arizona State University, strengthening his ability to clearly communicate technical planning concepts to non-technical audiences.

Familiarity with Brookings

Dr. Mehaffy has direct professional familiarity with the City of Brookings. He previously served as planner for a private development project within the city and has designed several residential projects that were constructed locally. These experiences provided firsthand knowledge of Brookings' development context, regulatory environment, infrastructure conditions, and community character.

While the present assignment is distinct from prior development work, this familiarity supports a grounded and realistic approach to land capacity and feasibility analysis. It also speaks to our locally calibrated, personal service, and our ability to operate a lean team with cost-effective results.

GIS and Technical Support

Josh Ahmann, M.S., GIS
GIS Project Manager and Analyst
Parametrix Inc.

Josh will serve as focused technical subconsultant for GIS-based analysis under the direction of the Project Manager. Parametrix is a multidisciplinary engineering and planning firm with strong GIS, spatial modeling, and data visualization capabilities. Josh has expertise in database development, INDEX modeling, and applications programming. He uses a diverse set of GIS skills, including programming in several languages, spatial modeling, aerial interpretation, geo-database development, applied spatial statistics, and public participation GIS. He is an expert ArcGIS user, and his technical knowledge extends to server architecture, information system development, and SQL and Access databases. He was previously awarded the Oregon Chapter of the American Planning Association Achievement award.

Josh and his Parametrix team's role will include:

- Parcel-level GIS analysis
- Residential land inventory mapping
- Constraint analysis (floodplain, slopes, environmental overlays)
- Net developable acreage calculations
- Capacity-ready spatial datasets
- Production of maps and graphics for the HNA

All methodological assumptions will be developed by the Project Manager, with GIS implementation and technical validation performed by Parametrix. This structure ensures technical rigor while maintaining a lean and efficient project team.

COBID Participation

We are committed to complying with the City's Good-Faith Efforts requirements under ORS 200.045. Outreach to COBID-certified firms has been conducted to identify potential participation opportunities appropriate to this scope of work, particularly in the areas of:

- GIS data processing
- Data visualization support
- Community engagement assistance

Due to the limited scope and technical requirements of this project, we have been unable to identify a qualified COBID-certified firm, but we will continue to seek a participant. If a certified firm is included in the final team, participation levels and scope will be documented in Attachment C (COBID Participation Plan Table). If certified participation is not secured, documented good-faith outreach efforts will be provided in accordance with Attachment B.

Relevant Oregon Experience

Dr. Mehaffy's Oregon-based experience includes work in:

- Housing action planning and housing needs assessments
- Residential land capacity analysis
- Density calibration and zoning strategy
- Mixed-use and residential master planning
- Code implementation strategy

He has worked with small and mid-sized Oregon communities facing housing supply and affordability challenges, where realistic redevelopment assumptions and proportional methodology are essential.

His experience includes:

- Advising on density assumptions and land capacity in Ashland-area development contexts
- Housing-related planning and regulatory strategy in Washington and Oregon communities
- Master planning and entitlement management for residential development in Oregon

These experiences have required careful application of net-to-gross assumptions, redevelopment feasibility screening, and zoning-based capacity modeling similar to the scope required for Brookings.

Experience with Small and Rural Communities

Brookings' size and coastal context require a planning approach tailored to:

- Limited redevelopment pressure
- Infrastructure constraints
- Smaller parcel inventories
- Market feasibility sensitivities

Dr. Mehaffy's work has frequently involved communities under 20,000 population, where proportional methods are more appropriate than metropolitan-scale modeling.

He brings:

- Experience balancing technical defensibility with practical realism
- Familiarity with development economics in smaller markets
- Understanding of infrastructure and service capacity as they affect housing feasibility
- Experience presenting housing findings to small-city planning commissions and councils

Team Structure and Communication

This project will be led directly by the Michael Mehaffy, the Project Manager, ensuring continuity and accountability. The GIS subconsultant role (Parametrix Inc.) is clearly defined and limited to technical spatial analysis and mapping, allowing for:

- Clear division of responsibility
- Efficient communication
- Strong schedule control
- Budget discipline

The City will have a single point of contact throughout the project, Dr. Michael Mehaffy, who will provide personalized and responsive service.



5. Schedule

The proposed schedule is structured to provide clear milestones, defined review periods, and disciplined progress toward final adoption prior to November 9, 2026.

Assuming contract award and execution in mid-March 2026, the project will proceed as follows:

Phase 1 – Project Initiation and Data Collection

March – April 2026

Week 1 (Mid-March 2026)

- Contract execution
- Kickoff meeting with City staff
- Confirm planning horizon, assumptions, data sources
- Confirm zoning framework and GIS data availability

Late March – April 2026

- Acquisition and review of demographic, housing, and parcel data
- Confirmation of state housing production targets inputs
- Preparation of Task 2 Technical Memorandum (Housing Need Inputs)
- Begin GIS parcel classification and constraint analysis

Deliverables:

- Final project schedule
- Summary of key assumptions and data sources (1–3 pages)
- Technical memorandum on housing need inputs and assumptions

Phase 2 – Residential Land Inventory and Capacity Modeling

May – June 2026

May 2026

- Complete residential land inventory
- Apply environmental and development constraints
- Calculate net developable acreage
- Conduct redevelopment probability screening

Early June 2026

- Apply zoning-based density assumptions
- Apply six dwelling units per net residential acre production strategy
- Develop development capacity tables
- Conduct gap analysis

Stakeholder / Advisory Meeting

Late June 2026

Purpose:

- Confirm assumptions
- Review preliminary housing need and land capacity findings
- Identify local feasibility considerations

This meeting occurs after initial analysis but before draft report finalization, allowing meaningful input without disrupting schedule.

Phase 3 – Draft HNA Preparation

July 2026

Early July 2026

- Complete Draft Housing Needs Analysis
- Prepare maps, tables, and methods appendix

Mid-July 2026

- Release Draft HNA to City staff for review

Late July 2026

- Incorporate staff comments
- Prepare presentation materials

Planning Commission Work Session

August 2026

Purpose:

- Present Draft HNA findings
- Review housing need methodology
- Review land capacity results
- Discuss identified gaps

Feedback will be documented and incorporated into the Final HNA.

Phase 4 – Final HNA and Implementation Framework

September 2026

Early September 2026

- Prepare Final HNA incorporating Planning Commission input
- Prepare Targeted Implementation Framework memo (3–5 high-impact actions)

City Council Work Session / Hearing

Late September or Early October 2026

Purpose:

- Present Final HNA
- Present implementation framework
- Address questions
- Support adoption

Final Adoption and Close-Out

October 2026

- Final document formatting
- Delivery of all GIS files and technical memoranda
- Submission of final invoice

Project completion will occur no later than **November 9, 2026**, with final billing submitted prior to November 18, 2026, consistent with RFP requirements.

Schedule Summary Table

Milestone	Target Date
Contract Execution	March 2026
Kickoff Meeting	March 2026
Stakeholder Meeting	Late June 2026
Draft HNA Release	Mid-July 2026
Planning Commission Session	August 2026
Final HNA + Implementation Memo	September 2026
City Council Session	Late Sept / Early Oct 2026
Final Adoption	October 2026
Project Completion	Before Nov 9, 2026

Schedule Control and Risk Management

The schedule is designed to:

- Avoid compressed review periods
- Allow one consolidated draft cycle (as required by RFP)

- Tie engagement directly to decision milestones
- Provide contingency time prior to November 9, 2026

Because the GIS inventory and capacity modeling are completed prior to stakeholder engagement, schedule risk is minimized and analytical work is not delayed by late-stage revisions.

6. COBID Documentation

Structura Naturalis Inc. is committed to complying fully with ORS 200.045 Good-Faith Efforts requirements and the City of Brookings' COBID participation expectations.

Given the focused technical scope of this project, we have evaluated subcontracting opportunities appropriate for COBID-certified firms, particularly in the areas of:

- GIS and spatial data processing
- Data visualization and mapping support
- Community engagement assistance
- Technical documentation support

To date, because of the limited scope and technical requirements of this project, we have been unable to identify a suitable COBID-qualified firm. Where feasible and consistent with project efficiency and budget discipline, we will continue to seek to include COBID-certified firms in subcontracting roles aligned with these tasks.

Attachment B – Good Faith Efforts Checklist

Attachment B (Good-Faith Efforts Checklist) has been completed and submitted with this proposal.

Attachment C – COBID Participation Plan Table

If a COBID-certified firm is included as part of the final team, Attachment C (COBID Participation Plan Table) will identify:

- Firm name
- Certification type
- Task or service provided
- Dollar amount
- Percentage of total contract

If certified participation is modest due to scope constraints, participation levels will nonetheless be clearly identified.

If no certified firm is secured for this project, Attachment C will reflect that status, and Attachment B will document comprehensive good-faith outreach efforts undertaken in accordance with statutory requirements.

Commitment to Compliance

We understand that COBID participation is a material evaluation factor. Our approach has balanced:

- Meaningful inclusion of qualified certified firms if available
- Alignment of subcontracting with project scope and efficiency
- Maintenance of disciplined budget and schedule control

Should we identify a suitable firm as we proceed to contracting, all documentation required by Attachments B and C will be completed and submitted.

7. Fee Proposal

(Attachment D – Price Form)

The proposed fee is structured as a **task-based, Not-To-Exceed (NTE)** amount consistent with the City's $100,000 HISF grant budget. The budget aligns directly with Tasks 1–7 and reflects disciplined scope control and a single consolidated draft cycle, as required by the RFP.

All costs are inclusive of labor, coordination, and routine administrative expenses. Any additional services outside the defined scope would require written authorization by the City.

Consultant Fees

$67,000

This category includes professional services provided by Structura Naturalis Inc., including:

- Project management and coordination (Task 1)
- Housing need methodology and demographic analysis (Task 2)
- Development capacity and density modeling (Task 4)
- Gap analysis framework
- Draft and final HNA preparation (Task 5)
- Targeted Implementation Framework (Task 6)
- Preparation of presentation materials
- Attendance and presentation at required meetings

This allocation reflects direct involvement of the Project Manager as Lead Analyst and Author, ensuring continuity and accountability.

Data Acquisition

$22,500

This category includes GIS and technical services provided by Parametrix under subcontract, including:

- Parcel-level residential land inventory
- Environmental and development constraint mapping
- Net developable acreage calculations
- Capacity-ready spatial datasets
- Mapping and data visualization
- GIS file preparation in City-compatible format

Data acquisition costs also include any necessary data processing or minor dataset licensing fees, if required. All data purchases, if any, will be pre-approved by the City in writing.

Community Engagement

$5,500

This category includes:

- Preparation of presentation materials
- Stakeholder/advisory meeting participation
- Planning Commission work session
- City Council work session
- Brief meeting summaries (as requested)

This work will be provided by Structura Naturalis Inc. The City will provide noticing, meeting logistics, and facilitation support unless otherwise agreed, consistent with the RFP.

Report Preparation

$3,500

This category (by Structura Naturalis Inc. with Parametrix assistance) includes:

- Graphic formatting and document layout
- Final PDF and Word production
- Methods appendix documentation
- Final file compilation and submission

Total Not-To-Exceed Amount

$98,500

The total fee for completion of all Tasks 1–7, including all deliverables specified in the RFP, is **$100,000 (Not-To-Exceed).**

Assumptions

This fee is based on the following assumptions:

- One consolidated Draft HNA and one Final HNA;
- Three required meetings (one stakeholder, one Planning Commission, one City Council);
- City-provided GIS base data (parcel, zoning, and infrastructure layers);
- No full code drafting or comprehensive plan amendments;
- No Housing Capacity Analysis under OAR 660-008;
- No Urban Growth Boundary analysis;
- No additional meetings beyond those specified in the RFP.

Any services beyond this scope will require written authorization and will be billed at the hourly rates identified in Attachment D.

8. Confirmation of Compliance with Contract and Statutory Requirements

Structura Naturalis Inc. has reviewed the City of Brookings' Standard Public Contract (Attachment A) and all incorporated exhibits and statutory provisions, including those referenced in Attachment E. We confirm our understanding of and ability to comply with all contractual, insurance, statutory, and reporting requirements associated with this project.

Attachment A – Standard Public Contract

We acknowledge and accept the terms and conditions set forth in the City's Standard Public Contract, including but not limited to:

- Independent contractor status (ORS 670.600 compliance)
- Insurance requirements, including Commercial General Liability and Automobile Liability coverage
- Workers' Compensation compliance
- Ownership of work products
- Record retention and audit access
- Indemnification provisions
- Early termination and remedies provisions
- Governing law and venue in Curry County, Oregon

Structura Naturalis Inc. maintains required insurance coverage and will provide Certificates of Insurance consistent with Exhibit C prior to commencement of work.

We further acknowledge that work products prepared under this contract will become the property of the City of Brookings, consistent with the contract provisions.

Attachment E – Statutory Provisions

We confirm compliance with the Oregon statutory provisions incorporated by reference in the Standard Public Contract, including but not limited to:

- ORS 279B.220 (payment and contribution requirements)
- ORS 279B.230 (workers' compensation and medical payment provisions)
- ORS 279B.235 (hours of labor provisions, where applicable)

- ORS 279A.120 (preference for Oregon goods and services)

Structura Naturalis Inc. is not in violation of any Oregon tax laws and will complete all required contractor certifications, including the Independent Contractor Certification Statement.

Business Licensing

We acknowledge that a City of Brookings business license is required prior to commencement of work and will obtain and provide documentation of such license upon contract award.

Structura Naturalis Inc. is fully prepared to execute the City's Standard Public Contract and comply with all associated conditions upon selection.

Attachments