

REQUEST FOR PROPOSAL

WORKFORCE HOUSING STUDY AND NEEDS ANALYSIS CROW WING COUNTY, MINNESOTA

**PROPOSALS DUE NO LATER THAN:
Thursday, May 2, 2019
Time: 4:00 p.m.**

REQUEST FOR PROPOSALS

The Crow Wing County Housing and Redevelopment Authority (HRA) is soliciting proposals for a comprehensive workforce housing study and needs analysis for the cities in Crow Wing County. The results of this workforce housing study and needs analysis will help decision makers, stakeholders, and community members develop a meaningful sense of the availability and needs for workforce housing as well as an understanding of key housing issues. The report is intended to offer community leaders and stakeholders a basis for formulating community-specific workforce housing priorities, policy alternatives, and strategies.

ABOUT THE COMMUNITY/SERVICE AREA

Crow Wing County is located in the north central part of Minnesota and is the 15th most populated county in Minnesota. As of the 2010 Census, Crow Wing County had a total population of 62,500 people spread over a land area of 1,157 square miles. The population density for Crow Wing County as of 2010 was 54 people per square mile. Its county seat is Brainerd with a population of 13,590 with the city of Baxter adjacent with a population of 7,610. Crow Wing County is comprised of 18 cities, 28 townships, and two unorganized territories.

Crow Wing County is home to the Whitefish Chain of Lakes, one of the top tourist destinations in Minnesota. Tourism-related industries and businesses account for a substantial portion of the employment in the region. Employers include Grand View Resort, Madden's Resort, and Cragun's. Although both Cragun's and Madden's reside in Cass County, they employ many people in Crow Wing County.

In addition, the county is home to several large manufacturing and service employers. Brainerd and Baxter account for the largest employers in the county. Together, they have 72 of the 102 largest employers, including Essentia Health, ISD 181, Cuyuna Regional Medical Center, and Ascensus.

A comprehensive housing needs assessment was completed in 2015 and can be accessed on the HRA's website: <http://brainerdhra.org/wp-lib/wp-content/uploads/2019/01/Final-Crow-Wing-County-Comp-Housing-Needs-12-2015.pdf>

SCOPE OF WORK

Research Questions – All answers should be county-wide as well by city.

1. What are the demographic, housing, and economic characteristics of individuals and households living in our county?
2. What is the median household income by renters and homeowners?
3. What are the income levels of households living in our community now and in the future?
4. What can our community expect with respect to economic, employment, and population change in the next 2–5 years? 10 years? 15 years?
5. How many jobs exist with wages between \$10–20 per hour?
6. How much are people paying for rent and utilities in that wage range?
7. What would rent or a mortgage need to be for each salary range to afford a unit?
8. What are the commuting patterns in the county? Where are employees currently living? How far is their commute? If there is a long commute, what is the reason?
9. How much housing is available in that salary range?
10. Is there a gap for workforce housing? If so, how many units and in what range?
11. What needs do employers see for their employee's housing?
12. What programs are available to help fill the affordability gap if one exists?
13. Identify housing needs for the next 5, 10, and 20 years.

Minimum Required Data Elements

The consultant selected to complete the study is free to develop specific methodology as they deem appropriate. However, the HRA would like the study to cover all 18 cities within the county. Those city's include:

- Baxter
- Brainerd
- Breezy Point
- Crosby
- Crosslake
- Cuyuna
- Deerwood
- Emily
- Fifty Lakes
- Fort Ripley
- Garrison
- Ironton
- Jenkins
- Manhattan Beach
- Nisswa
- Pequot Lakes
- Riverton
- Trommald

The final document should at a minimum quantify the following data elements (use of as much available 2010 and newer census data as possible is required):

1. Existing Housing Stock

- By tenure – rent, own
- By type – single, multi family, manufactured
- By value – mortgage costs, property values, rents
- By cost – rental costs by unit size
- By age and condition
- Vacancy rates

2. Other Housing Issues

- Affordable housing – Low Income Housing, Tax Credit, Public Housing, Sec 8, USDA, etc.
- Housing market including turnover/sales data; market projections
- Building permit history (community's experience with new construction)
- Infrastructure capacity/challenges (if applicable)
- Rental market analysis including information on existing rental properties over four units related to rents, vacancies, and amenities. Include information on pending developments and rental housing needs.
- Senior and family market analysis including information on existing properties related to rents, vacancies, services, amenities, and resident profiles. Include information on pending developments.
- Housing affordability compared to other similar markets

3. Demographics – now and future (5-year, 10-year, 15-year)

- Population by age
- Households by income, age, size
- Number of renter households at 50%, 60%, and 80% of AMI and the supply of adequate housing for same, now and projected
- Migration patterns (if available)

4. Workforce Component

- Employers with 50+ employees by industry including tourism and seasonal
- Number of jobs between \$10–\$20 per hour by city
- Availability of affordable housing in the \$10–\$20 per hour range

- Anticipated employment trends
- Employers housing needs
- Commuting patterns

5. Recommendations (based on analysis of data collected)

- What types of housing (i.e. owner-occupied, rental, market, assisted, elderly, special needs, workforce, student, young professional, New American, etc.) should the development of which be pursued and supported?
- What types of housing (i.e. owner-occupied, rental, market, assisted, elderly, special needs, workforce, student, young professional, New American, etc.) will be needed in the short-, medium-, and long-term?
- Are employers finding it difficult to recruit employees as a result of lack of available affordable, workforce housing?
- What is the status of existing, ready-to-build lots for new housing based upon expected new housing construction needs?
- What programs, established as well as new and innovative, should the Crow Wing County HRA seek/provide for the development and/or redevelopment of necessary housing?
- What housing demands will likely not be met without subsidy, incentives, innovative programs, code revisions, etc.?
- The bottom line is, does Crow Wing County have the workforce housing available to support our employers’ and employees’ needs. If not, what housing is needed and what programs should/could the community develop to facilitate said housing?

STUDY PROCESS AND TIMELINE

The workforce housing study and needs analysis will be overseen by the CWC HRA’s executive director and the HRA’s board of commissioners.

The primary contact for the study will be Jennifer Bergman, Executive Director, 324 East River Road, Brainerd, MN, 56401. Phone: (218) 824-3425. Email: Jennifer@brainerdhra.org

Input and Community Relations

Once chosen, the selected firm will meet with the HRA executive director, local businesses, and community leaders to better define the results being sought and the methodology the firm will use. This meeting is anticipated to take place one week after the contract is signed.

The firm will provide preliminary findings to the HRA executive director at which time refinements to the study may be requested. The HRA may request others to review the preliminary findings and give feedback to the firm.

The firm will provide a final report and presentation to the CWC HRA Board of Commissioners at a regularly scheduled meeting.

Timeline for Study Process*

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|----------------------------------|--------------------------------------|
| • HRA Publishes RFP | March 13, 2019 |
| • Response to RFP due to HRA | May 2, 2019 |
| • Selection of consultant by HRA | May 14, 2019 |
| • Execution of contract | May 15, 2019 |
| • Submit first draft for review | Please indicate date in the proposal |

- Submit final report Please indicate date in the proposal
- Presentation to the CWC HRA Board Within 4 weeks of report completion

*Timeline dates are tentative and can be changed to accommodate schedules. However, contract must be executed and services must be initiated on or before May 15, 2019.

**In addition to publishing this RFP through local print media sources, the HRA reserves the right to submit electronic and/or hard copies of this RFP through direct solicitation of proposals from qualified firms so as to ensure that a sufficient number of qualified proposals may be received for consideration of acceptance by the HRA.

Work Product

The final report/work product should be mailed or delivered to the HRA both as an electronic PDF file, three (3) bound copies and one (1) unbound copy. Once completed and delivered to the HRA, the final report/work product and any and all associated documents, data, files, information, etc., become the property of the HRA. The HRA may, at its sole discretion, copy, post electronically, distribute, disseminate in any means and/or share the final report/work product and any associated data, files, documents and information with any interested parties as the agency determines acceptable and feasible and may do so in any form of media as available to the HRA and the requesting parties.

PROPOSAL CONTENT & CRITERIA FOR EVALUATION

1. Project Understanding & Approach (45 points)
 - Narrative response to RFP showing an understanding of the goals and purpose of the study.
 - Describe the proposed study methodology/approach, sources to be used, interaction with community, and an outline of the process.
2. Qualifications of Consultant (30 points)
 - Brief statement of qualifications, including summary of key personnel assigned to the project.
 - Similar project experience – demonstrate experience with a minimum of three similar projects (type of analysis, similar-sized communities, etc.). Include references for each.
 - Experience working within Crow Wing County.
3. Adherence to Timeline (10 points)
 - Proposed timeline for study process
4. Cost of Services (15 points)
 - Cost proposal including any reimbursable cost

The CWC HRA reserves the right to waive any irregularities or informalities and the right to accept or reject any and all proposals including, but not limited to any proposal which does not meet any applicable bonding or insurance requirements; proposals which do not furnish the quality or offer the availability of materials, equipment or services as required by the specifications, description or scope of services; proposals from offerors who lack experience or financial responsibility; proposals which are not made to form. The HRA reserves the right not to award contracts to the lowest and most responsive offeror and may require new proposals.

The HRA may rescind the award of any proposal within one week thereof or at its next regularly-scheduled board meeting, whichever is later, when the public interest will best be served by such action. Following the acceptance of a proposal, the HRA reserves the right to further negotiate the terms and conditions of the work requirements and the form of the contractual agreement with the firm chosen to provide the services as requested in this RFP.

Only sealed proposals received by the HRA will be accepted; three (3) copies and one (1) electronic PDF. Any submissions received at the HRA office after the time and date of the deadline for receipt of proposals as indicated below will be rejected and discarded by the HRA.

Responses to this RFP are to be submitted to:

Jennifer Bergman, Executive Director
Crow Wing County HRA
324 East River Road
Brainerd, MN 56401

Proposals must be received at the HRA office on or before 4:00 p.m., Thursday, May 2, 2019.

The Crow Wing County HRA is an Equal Opportunity Employer and Equal Housing Opportunity Provider.