DRAFT

RESOLUTION NO. R26-47

A RESOLUTION OF THE MAYOR AND COUNCIL OF THE CITY OF COLUMBUS, NEBRASKA, APPROVING THE PROFESSIONAL SERVICES AGREEMENT WITH POINTS CONSULTING, LLC IN THE AMOUNT OF $40,940 FOR A HOUSING NEEDS AND SUPPLY STUDY, A COPY OF WHICH IS ATTACHED HERETO AND INCORPORATED HEREIN; TO AUTHORIZE THE MAYOR TO EXECUTE THE SAME ON BEHALF OF THE CITY OF COLUMBUS; AND TO REPEAL ALL RESOLUTIONS OR PORTIONS THEREOF IN CONFLICT HEREWITH.

WHEREAS, the City conducted a formal request for qualifications and received four proposals for a housing needs and supply study to identify housing gaps by income level, household type, and special needs populations; project future housing demand; assess the capacity of current and planned development to meet needs; and provide actionable recommendations for policies, programs, and capital investments; and

WHEREAS, the City determined that Points Consulting, LLC was the most qualified firm to complete the study.

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND COUNCIL OF CITY OF COLUMBUS, NEBRASKA, that the professional services agreement with Points Consulting, LLC in the amount of $40,940 for a housing needs and supply study, a copy of which is attached hereto and incorporated herein by this reference, is hereby approved and the mayor is hereby authorized, directed, and empowered to execute the same on behalf of the City of Columbus, Nebraska.

This resolution shall repeal all resolutions or portions thereof in conflict herewith.

INTRODUCED BY COUNCIL MEMBER_____

PASSED AND ADOPTED THIS _____ DAY OF _____, 2026.

_____
MAYOR

ATTEST:

_____
CITY CLERK

APPROVED AS TO FORM:

_____
CITY ATTORNEY

MEMORANDUM

DATE: March 10, 2026

TO: Tara Vasicek, City Administrator

FROM: Jean Van Iperen, Planning & Economic Development Coordinator

RE: City of Columbus Housing Study

RECOMMENDATION: Approval the agreement with Points Consulting LLC of Moscow, Idaho in the amount of $40,900 for a Housing Needs & Supply Study.

DISCUSSION: The City of Columbus ought a qualified consultant or firm with demonstrated expertise in housing market analysis, forecasting and policy development through and RFQ process. The City received four proposals from: Confluence; RDG; Points Consulting, LLC and JEO Consulting Group, Inc. After careful review by the selection committee, Points Consulting, LLC from Moscow, Idaho was selected as the most qualified firm to complete the study Final scope and fee negotiations proceeded.

Based on the scope that is attached the City will receive an objective, data-driven study that identifies housing gaps by income level, household type, and special needs populations; project future housing demand; assesses the capacity of current and planned development to meet needs and provides actionable recommendations for policies, programs and capital investments.

The total cost of the study is $40,940 which is broken down into these study components with associated costs:

Base Housing Needs Analysis	$23,000
In-Depth Community Engagement	$ 4,250
Policy & Program Recommendations	$ 2,650
Implementation Strategy & Action Plan	$ 4,950
Travel costs are also included:	$ 6,090

The study is expected to take approximately six months to complete.

This study will provide the City with a data-driven foundation to address current housing challenges and plan strategically for future growth.

FISCAL IMPACT: $40,940. CIP #22-02 -- $25,000 and Reallocated CIP #20-70 -- $16,000
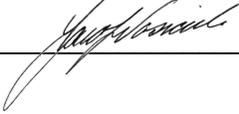
ALTERNATIVE: Not approve.

SIGNATURE:

By: _____

Concurrence By: _Betsy Eckhardt_____

Approved By: _____

POINTS CONSULTING PROFESSIONAL SERVICES AGREEMENT WITH THE CITY OF COLUMBUS FOR A HOUSING NEEDS & SUPPLY STUDY

Date: 03/10/2026
Client: *City of Columbus, Nebraska*

This Contract for Services is made effective as of 03/16/2026 by and between the City of Columbus, Nebraska of 2500 14th Street, Suite 3, Columbus, NE 68602 (the "Recipient"), and Points Consulting LLC of 120 N. Line Street, Moscow, Idaho 83843 (the "Provider"). Provider is an independent contractor and not an employee, partner, joint venturer, or agent of Recipient. Provider is solely responsible for taxes, withholdings, and benefits.

1. DESCRIPTION OF SERVICES. Beginning on 03/16/2026 Points Consulting LLC will provide to the Recipient the following services (collectively, the "Services"):

See Appendix A and Appendix B for scope of work details.

2. PAYMENT. Payment shall be made to Provider according to the following schedule:

Total Fee: $40,940.00

The following Table shows the cost of each Component described in Appendix B to complete the Services, along with the Total Fee for the project:

Component	Cost
1: Base Housing Needs Analysis	$23,000
2: Community Engagement	$4,250
3: Policy & Program Recommendations	$2,650
4: Implementation Strategy & Action Plan	$4,950
Travel Costs	$6,090
Grand Total	**$40,940**

PC would invoice Recipient monthly based on percentage of completion toward the Components outlined in Appendix B. Invoices are typically sent between the 29th of the prior month and the 5th of the proceeding month with payable terms of Net 30 Days post reception. All checks are due by mail to the Provider's PO Box Address (PO Box 8487, Moscow, Idaho 83843).

If the Recipient fails to pay for the Services when due, Points Consulting LLC has the option to treat such failure to pay as a material breach of this Contract, and may cancel this Contract and/or seek legal remedies. Recipient's obligations are contingent upon availability of funds. In the event funds are not appropriated, Recipient may terminate without penalty. Provider shall retain project records for 3 years and make them available for audit upon reasonable notice.

3. TERM. This Contract will terminate automatically upon completion by Provider of the Services required by this Contract. The schedule of deliverables is provided in Appendix A.

1

In all cases, successful delivery of work product is contingent on Client providing necessary inputs and feedback for Provider to complete work within the desired timeline. Lastly, all deliverables will be completed by no later than 08/31/2026.

4. INSURANCE. Provider shall maintain insurance coverage customary for professional consulting firms and provide certificates upon request.

5. WORK PRODUCT OWNERSHIP. Any intellectual property developed in whole or in part by Provider in connection with the Services will be the exclusive property of the Provider, while Project Deliverables are ownership of the Recipient. Intellectual property is defined as copyrightable works, ideas, discoveries, inventions, patents, products, or other information (collectively "Intellectual Property.") Project Deliverables are defined as preliminary reports, draft reports, final reports, infographics, and summarization spreadsheets. Upon request, Provider will execute, within a reasonable period of time, official statements confirming the exclusive ownership of the Deliverables and, if necessary, confirmation that Deliverables have been deleted from Provider's hard drive.

6. CONFIDENTIALITY. Provider, and its employees, agents, or representatives will not at any time or in any manner, either directly or indirectly, use for the personal benefit of Provider, or divulge, disclose, or communicate in any manner, any information that is proprietary to Recipient. Provider and its employees, agents, and representatives will protect such information and treat it as strictly confidential. This provision will continue to be effective after the termination of this Contract. Any written waiver by Recipient of these confidentiality obligations which allows Provider to disclose Recipient's confidential information to a third party will be limited to a single occurrence tied to the specific information disclosed to the specific third party, and the confidentiality clause will continue to be in effect for all other occurrences.

Provider understands that this Agreement and Deliverables may be subject to public records requests.

7. USE OF WORK PRODUCT FOR MARKETING PURPOSES. Unless otherwise specified in writing by the Recipient, it is assumed by the Provider that all publicly available non-confidential information, including Project Deliverables, can and will be used by the Provider for marketing and advertising purposes. These purposes include, but are not limited to, social media summaries, sharing of project deliverables with third parties, and presenting about project findings to third parties.

8. DEFAULT. The occurrence of any of the following shall constitute a material default under this Contract:

   a. The failure to make a required payment when due.
   b. The insolvency or bankruptcy of either party.
   c. The subjection of any of either party's property to any levy, seizure, general assignment for the benefit of creditors, application or sale for or by any creditor or government agency.

2

    d.   The failure to make available or deliver the Services in the time and manner provided for in this Contract.

9. REMEDIES. In addition to any and all other rights a party may have available according to law, if a party defaults by failing to substantially perform any provision, term or condition of this Contract (including without limitation the failure to make a monetary payment when due), the other party may terminate the Contract by providing written notice to the defaulting party. This notice shall describe with sufficient detail the nature of the default. The party receiving such notice shall have 5 business days from the effective date of such notice to cure the default(s). Unless waived in writing by a party providing notice, the failure to cure the default(s) within such time period shall result in the automatic termination of this Contract.

In the event that either party feels that the other party has not fulfilled obligations outlined in this contract, that party agrees to first approach the other party in order to resolve the difference. In the event that such efforts prove unproductive and the breach of contract is large enough to be of material consequence to either party, both parties agree to accept the advice of a third-party mediator who is jointly agreed upon by both parties. The mediator shall have no direct familial relationship with either party. Both parties agree to listen to the advice of the mediator in an effort to resolve the difference in opinion. However, neither party is required to submit said mediator's recommendations on a solution.

10. FORCE MAJEURE. If performance of this Contract or any obligation under this Contract is prevented, restricted, or interfered with by causes beyond either party's reasonable control ("Force Majeure"), and if the party unable to carry out its obligations gives the other party prompt written notice of such event, then the obligations of the party invoking this provision shall be suspended to the extent necessary by such event. The term Force Majeure shall include, without limitation, acts of God, fire, explosion, vandalism, storm or other similar occurrence, orders or acts of military or civil authority, or by national emergencies, insurrections, riots, or wars, or strikes, lock-outs, work stoppages or other labor disputes, or supplier failures. The excused party shall use reasonable efforts under the circumstances to avoid or remove such causes of non-performance and shall proceed to perform with reasonable dispatch whenever such causes are removed or ceased. An act or omission shall be deemed within the reasonable control of a party if committed, omitted, or caused by such party, or its employees, officers, agents, or affiliates.

Except for gross negligence or willful misconduct, neither party shall be liable for indirect, incidental, special, or consequential damages. Provider's total liability shall not exceed the total fees paid under this Agreement.

11. DISPUTE RESOLUTION. The parties will attempt to resolve any dispute arising out of or relating to this Agreement through friendly negotiations amongst the parties and in accordance with Section 9. Remedies.

12. ENTIRE AGREEMENT. This Contract contains the entire agreement of the parties, and there are no other promises or conditions in any other agreement whether oral or written

3

concerning the subject matter of this Contract. This Contract supersedes any prior written or oral agreements between the parties.

13. SEVERABILITY. If any provision of this Contract will be held to be invalid or unenforceable for any reason, the remaining provisions will continue to be valid and enforceable. If a court finds that any provision of this Contract is invalid or unenforceable, but that by limiting such provision it would become valid and enforceable, then such provision will be deemed to be written, construed, and enforced as so limited.

14. AMENDMENT. This Contract may be modified or amended in writing by mutual agreement between the parties, if the writing is signed by the party obligated under the amendment.

15. GOVERNING LAW. This Contract shall be construed in accordance with the laws of the State of Nebraska. Provider shall comply with all applicable federal, state, and local laws and City of Columbus policies provided to Provider.

16. NOTICE. Any notice or communication required or permitted under this Contract shall be sufficiently given if delivered in person or by certified mail, return receipt requested, to the address set forth in the opening paragraph or to such other address as one party may have furnished to the other in writing.

17. WAIVER OF CONTRACTUAL RIGHT. The failure of either party to enforce any provision of this Contract shall not be construed as a waiver or limitation of that party's right to subsequently enforce and compel strict compliance with every provision of this Contract.

18. INDEMNIFICATION. Each party agrees to indemnify, defend, and hold harmless the other party from and against any loss, cost, or damage of any kind (including reasonable outside attorneys' fees) to the extent arising out of its breach of this Agreement, and/or its negligence or willful misconduct. This indemnity shall not cover any claims in which there is a failure to give the indemnifying party prompt notice, but only if and to the extent that such failure materially prejudices the defense.

19. CONSTRUCTION AND INTERPRETATION. The rule requiring construction or interpretation against the drafter is waived. The document shall be deemed as if it were drafted by both parties in a mutual effort.

20. ASSIGNMENT. Neither party may assign or transfer this Contract without the prior written consent of the non-assigning party, which approval shall not be unreasonably withheld.

4

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by their duly authorized representatives as of the date first above written. This Agreement may be executed in counterparts and by electronic signature.

Service Recipient:
The City of Columbus, Nebraska

By: _____   _____
         Mayor Jim Bulkley   Date

Service Provider:
Points Consulting LLC

         ┌─ DocuSigned by:

By: *Brian Points*   3/11/2026
         └─ 0A2550EC493246F
         Brian Points, President   Date

5

Appendix A: Proposal & Scope of Work Details 1/27/2026

The Housing Needs & Supply Study Proposal prepared for the City of Columbus on January 27, 2026, is provided in full beginning on the following page.

City of Columbus Housing Needs & Supply Study Proposal

For: City of Columbus, Nebraska

From: Points Consulting

January 27, 2026

Points Consulting
PO Box 8487
120 N. Line St., Moscow, Idaho 83843
208-596-5809
points-consulting.com

Columbus, Nebraska, www.worldatlas.com

Contents

Cover Letter

Please accept this proposal from Points Consulting (PC) demonstrating our interest in the Housing Needs & Supply Study RFQ for the City of Columbus. Our team understands that this project will require quantitative analysis and qualitative research to accurately assess existing housing stock, housing needs, and projections in light of recent and pending residential development. Based on our review of the RFQ, we recognize that Columbus is looking not only to gain quantitative understanding of housing issues, but also to receive expert recommendations on what tools, processes, and strategies can feasibly be deployed in the community.

As shown in the course of this proposal, PC's team is composed of top-notch experts in the fields of real estate economics, urban/land use planning, property appraisals, and economic forecasting. Though our team is based in the Pacific Northwest, our footprint is national in scope. We have conducted 100's of projects across 35 states (including several in Nebraska), and have completed 26 directly related real-estate feasibility and market studies over the past three years. We are experienced working in rural communities that are influenced by nearby metro areas (such as the relationship between Columbus and Omaha). We also have several Spanish-speaking team members, which could be valuable interacting with the considerable Hispanic population of Columbus.

Several of our recently completed housing studies are in similar communities such as Broken Arrow (Oklahoma), Frankfort (Kentucky), Moline (Illinois/Iowa) to name a few. In addition to standard quantitative housing studies, we have helped cities such Fruita (CO), and Bisbee (AZ) develop Housing Action Plans outlining specific steps which could activate workforce housing development. This diverse background gives us a strong national perspective on land use policies, programs, and best practices tailored to local contexts.

Thank you for considering our proposal. My contact information is provided below. Please feel free to reach out with any questions or updates during the evaluation process.

Sincerely,
Brian Points

President, Points Consulting LLC
(208)-596-5809
brian@points-consulting.com
120 N Line St., PO Box 8487,
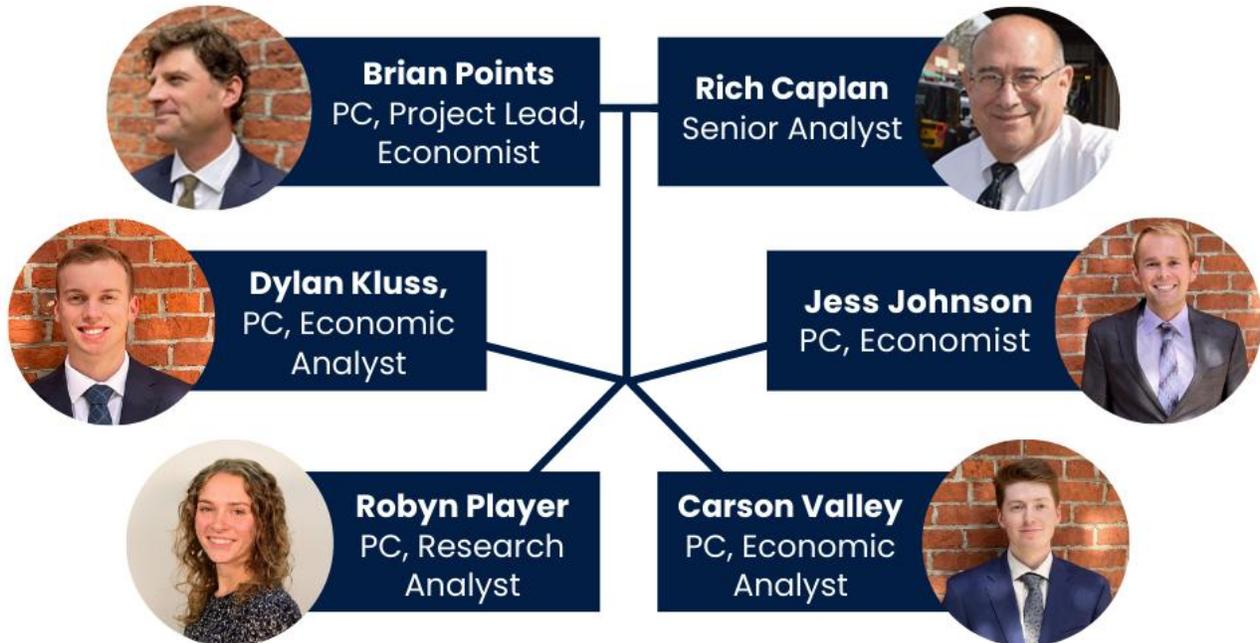Moscow, ID 83843

POINTS
CONSULTING

A. Organization

About Points Consulting

Based out of Moscow, Idaho, Points Consulting (PC) is an S-Corp LLC that is 100% owned by firm President, Brian Points. At PC, we focus on the intersection of economic development, land use, and real estate analytics. Whether municipal, tribal, non-profit, or private sector, we help our clients understand their land and real estate assets and optimize those to their highest and best use.

In the past ten years, PC has become a national leader on the topics of Housing Needs Assessments and Housing Plans, serving clients across thirteen states and countless individual communities with unique socioeconomic circumstances. We recognize that thriving communities require housing that fits various budget levels and lifestyle needs. Historically, local governments have been hands-off on this topic, but the severe tightening of the housing market has opened the door for local agencies to think creatively about facilitating development of attainably priced housing. As leaders, administrators, and regulators there are countless ways that local government can improve conditions in the housing market so that citizens and developers can address the obvious gaps in the market.

The chart below encompasses key staff that will be associated with this project:

Brian Points
PC, Project Lead, Economist

Rich Caplan
Senior Analyst

Dylan Kluss,
PC, Economic Analyst

Jess Johnson
PC, Economist

Robyn Player
PC, Research Analyst

Carson Valley
PC, Economic Analyst

Automated Integrations

PC leans on automated integrations and software tools when it is able to make our data collection more efficient. PC approaches artificial intelligence (AI) as a tool to enhance efficiency without replacing professional judgment. We use AI to support initial data cleaning, preliminary trend analysis, and document structuring. Final interpretation, data analysis, and recommendations are always completed by senior staff.

This approach ensures responsible use of AI while maintaining transparency and accuracy. To protect against violations of State and Federal regulations, confidentiality agreements, and non-disclosure agreements, we never employ the use of public or private AI models when working with confidential data. As AI continues to develop, these policies are subject to change and will be updated as appropriate.

Availability

Our team and project manager have sufficient capacity to manage the proposed scope of work, as we only take on projects that align with our team's capabilities, interests, and availability.

The following is a list of concurrent projects PC is currently facilitating:

- AWS Economic Impact Retainer services, AWS, 2026-ongoing
- At Home in Fruita: Housing Needs Assessment & Housing Action Plan, City of Fruita, CO, 2025–ongoing
- Comprehensive Economic Development Strategy (CEDS) & Economic Impact Analysis, Ketchikan Indian Community, AK, 2025-ongoing
- FFA Environmental Scan of programs, Schunk Moreland Strategies & National FFA Organization, 2025-ongoing
- City of Chelan Comprehensive Plan: Housing & Land Capacity Element, Anchor QEA & City of Chelan, WA, 2025-ongoing
- WA Chelan County Comp Plan: Housing & Land Capacity Element, Anchor QEA & Chelan County, WA, 2024-ongoing
- Douglas County Comprehensive Plan: Housing & Land Capacity Element, Anchor QEA & Douglas County, WA, 2024-ongoing
- WA Cheney Comprehensive Plan: Housing Element, Nexus Planning Services & City of Cheney, WA, 2024-ongoing
- Visualization and Content Advising, Headlight Data, Florida, 2021-ongoing

B. Project Manager Qualifications

Brian Points, PC
Project Manager/Economist

Brian Points is the president of Points Consulting and will serve as Project Lead. Over the past 15-years Mr. Points has worked for a series of management consulting firms serving clients at both public and private organizations. His quantitative skills include feasibility studies, revenue/cost forecasting, real estate pro formas, opportunity zone technical assistance, economic/fiscal impact analysis, industry/market studies, econometrics, and target industry analysis. He also excels at qualitative research such as focus group facilitation, survey design and analysis, and in-depth interviews.

In his career Mr. Points has completed 100+ projects across 30+ states, assisting noteworthy organizations such as the JPMorgan Chase Foundation, Purdue University, the Kentucky Cabinet for Economic Development, the Texas Office of the Governor, the Florida Board of Governors, the Aspen Institute, the Alliance for Excellent Education, and the Institute for Corporate Productivity, to name a few.

Selected Related Projects (Project Manager)

Burnishing Bisbee: An Action Plan for Preserving & Enhancing Housing Opportunities | *City of Bisbee (AZ)*

Hitting the Target: Housing Needs Assessment & Forecast for Broken Arrow | *City of Broken Arrow (OK)*

Tri-Cities Housing Needs Assessment | *Moline, Rock Island, & Davenport Regional Consortium of Cities (IL/IA)*

Frankfort & Franklin County Housing Market Demand Study | *City of Frankfort (KY)*

Greene County Housing Needs Assessment | *Southwest Missouri Council of Governments (MO)*

Dwelling on the Future: Housing Needs & Strategies San Juan County's Communities | *San Juan County (UT)*

Rooted in Rifle: 2025 Housing Study & Action Plan | *City of Rifle (CO)*

Down to Earth: Woodland Park Housing Needs Assessment | *City of Woodland Park (CO)*

Housing Needs Assessment for North Central Idaho | *Clearwater Economic Development District (ID)*

Work Experience

President | *Points Consulting, Moscow, Idaho* (2019-present)

Director of Research | *Thomas P. Miller & Associates, Indianapolis, Indiana* (2016-2019)

Director of Consulting | *Emsi, Moscow, Idaho* (2013-2016)

Staff Economist | *Chmura Economics & Analytics, Richmond, Virginia* (2012-2013)

Education

Masters of Arts in Economics | *University of California Santa Barbara* (2011)

Bachelor of Science in History | *University of Idaho* (2005)

Basic Appraisal Principals & Procedures (USPAP Course), Ongoing

Professional Affiliations

Urban Land Institute, Associate

Northern Idaho Partnership Council Innovia Foundation, Member

National Council of Housing Market Research Analysts (NCHMA), Board Member

C. Project Team Qualifications

Rich Chaplan, PC
Senior Analyst

Richard Caplan has provided economic impact and housing, retail, office and industrial market studies, and related economic development and redevelopment analysis and services since 1995. The firm is grown annually to serve more than 100 cities, counties, not-for-profit development corporations, developers, across the U.S. Caplan worked internationally for 6 years preparing economic plans and impact assessments for new housing, commercial and industrial investors and projects in a new city.

Selected Related Projects

Economic impacts & benefits of a major mixed-use development, *City of Papillon (NE)*

Columbus Viaduct Alternatives: Economic impact of potential alternatives for a grade separated crossing of the Union Pacific Railroad | *Wilson & Company, Columbus (NE)*

Housing Needs Assessment | *Adams County (CO)*

Housing Needs Assessment | *Douglas County (CO)*

Housing Needs Assessment | *City of Thornton (CO)*

Housing Needs Assessment | City *of Colorado Springs (CO)*

Housing Needs Assessment | *State of New Mexico*

Economic Impact Study | *Durango (CO)*

Economic Plan & Implementation Strategies | *Greenville County (SC)*

Housing Needs Assessment | *Maricopa County (AZ)*

Housing Needs Assessment | *Scottsdale (AZ)*

Major Master Plan Annexation Impact Study | *City of Durango (CO)*

Development Impact Fee Study | *City of Ketchum (ID)*

Development Impact Fee Study | *City of Hailey (ID)*

Parks Development Impact Fee Study | *City of Prosser (WA)*

Major New Highway Economic Impact Study | *Kansas City (KS)*

Work Experience

Owner | *Richard Caplan & Associates, Greenville, South Carolina (1995 – 2010; 2016 – present)*

Director of Economic Planning Parsons | *Pasadena, California (2010 – 2016)*

Town Manager | *Vail, Colorado (1990 – 1995)*

Public Policy Analyst | *Civitas, Mt. Pleasant, South Carolina (2019 – present)*

Education

Masters of Public Administration | *University of California Berkeley*

Bachelor of Arts in Political Science | *University of California Berkeley*

Jess Johnson, PC
Economist

With a master's degree in applied economics, Jess brings experience of economic research methods, data visualization, econometrics, and statistical analysis techniques to the PC team. Jess assists with research, report writing, pulling and evaluating data, and overall project management.

Selected Related Projects

Rooted in Rifle: 2025 Housing Study & Action Plan | *City of Rifle (CO)*

Kalispell Parks & Recreation Master Plan Update Survey (ongoing) | *Nexus Planning Survey, Kalispell (MT)*

Okanogan County Comprehensive Economic Development Strategy (CEDS) | *The Economic Alliance, Okanogan (WA)*

Tri-Cities Housing Needs Assessment | *Moline, Rock Island, & Davenport Regional Consortium of Cities (IL/IA)*

Work Experience
Economist | *Points Consulting (August 2024 – Present)*

Legislative Summit Coordinator | *The Lands Council (May 2024 - August 2024)*

Education
Master of Applied Economics | *Washington State University*

Bachelor of Science, Economics (Minor in Spanish) | *Eastern Washington University*

Dylan Kluss, PC
Economic Analyst

Dylan's B.S. in Applied Economics from the University of Idaho, earned in 2022, has equipped him with a range of quantitative and qualitative skills to carry out research.

Selected Related Projects

Chelan Comprehensive Plan Updates & Land Capacity Analysis (ongoing) | *Chelan County (WA) and Anchor QEA*

City of Cheney Comprehensive Plan (ongoing) | *City of Cheney Planning Department (WA) and Nexus Planning Services*

Firestone Park Feasibility Study (ongoing) | *City of Firestone (CO) and Card & Associates*

Nez Perce Housing Needs Assessment | *Nimiipuu Community Development Fund (ID)*

Work Experience
Economic Analyst | Points Consulting, Moscow, ID (May 2024–present)

Finance Intern - Advanced Input Systems | *Coeur d' Alene, ID* (May 2023–August 2023)

Education
Bachelor of Science, Business Economics | *University of Idaho* (2023)

Carson Valley, PC
Economic Analyst

Carson has extensive experience conducting data analysis and brings both quantitative and qualitative skills for economic research to the Points Consulting team. He has co-managed eleven projects with PC over the past two years.

Selected Related Projects

Fruita Housing Study & Action Plan (ongoing) | *City of Fruita (CO)*

Ridgway & Ouray County Housing Needs Assessment | *Town of Ridgway and Ouray County (CO)*

Land Capacity Analysis, Future Housing Needs, and Comprehensive Plan Update (ongoing) | *Douglas County (WA) and Anchor QEA*

Burnishing Bisbee: An Action Plan for Preserving & Enhancing Housing Opportunities | *City of Bisbee (AZ)*

Confederated Tribes of Grand Ronde (CTGR) Housing Study | *CTGR (OR)*

Greene County Housing Needs Assessment | *Southwest Missouri Council of Governments (MO)*

Work Experience

Economic Analyst | *Points Consulting, Moscow, ID (May 2024 – Present)*

Junior Analyst | *Points Consulting, Moscow, ID (May 2023 -May 2024)*

Internal Audit Intern | *University of Idaho (January 2023 – May 2023)*

Education

Bachelor of Science, Business Economics | *University of Idaho (May 2024)*

Robyn Player, PC
Research Analyst

Robyn assists the economic analysts and economists of the PC Team with data collection, technical writing & research.

Selected Related Projects

City of Chelan Comprehensive Plan Updates & Land Capacity Analysis (ongoing) | *City of Chelan (WA) and Anchor QEA*

Other PC team members associated with this project include Abigail Nyhus (admin support) and Natalie Evans (editor). Their resumes can be provided upon request.

Work Experience

Research Analyst | Points Consulting, Moscow, ID (May 2025–present)

Education

Bachelor of Arts, Economics (Minors in Accounting & Spanish) | *University of Idaho (May 2025)*

D. Scope of Work

Project Understanding

It is clear from the strategic objectives outlined in the 2021 Housing Study that the City of Columbus is keen on providing diverse housing options to serve residents across a wide range of income levels and lifestyles.[1] The City has already taken steps in this direction with recent investment into projects such as the Vitality Village development, which will supply over 200 townhome and apartment units upon completion.[2]

Due to the City's ongoing growth and recent changes in the housing landscape, it is imperative Columbus take stock and assess the impact these units will have on the overall housing market and ensure supply is keeping up with community demand. Beyond this, the City requires an Action Plan and Implementation Strategy based on sound data and best practices to continue nurturing a healthy housing landscape in Columbus for years to come.

The PC team is highly experienced in conducting housing needs assessments nationwide, with some of our past projects described in Section F of this proposal. With the completion of this study, our intention is to supply the City of Columbus with confident answers to these important questions for its residents, planners, developers, and stakeholders:

- What are the characteristics of current housing stock and trends in production over the past ten years?
- What does occupancy and absorption of recently developed units reveal about the City's housing market?
- What is the precise demand for housing from now through the next five and ten years, including various housing typologies, prices, tenure (i.e. renter/owner), and special needs populations?
- What strategies are most promising for rehabilitating/sustaining older housing stock?
- What barriers are unknowingly presented by the City's existing zoning code and development processes that could be altered to facilitate more workforce housing development?
- What polices could the City consider to incentivize more workforce and affordable housing development (such as TIF districts, local option taxes, fee waivers, leveraging state grants, land banking, etc.)

---

[1] Columbus 2021 Housing Study, https://columbusne.us/495/Housing-Study (accessed January 21, 2026).

[2] "'Launchpad for Opportunity': Vitality Village Shows Major Growth 1 Year After Groundbreaking," *Columbus News,* July 15, 2025, https://www.columbusne.us/m/newsflash/home/detail/1993 (accessed January 21, 2026).

Task 1: Project Kickoff & Workplan

If selected, we will initiate a launch meeting during which key members of the PC team will meet with the project manager or designated Steering Committee organized by the City of Columbus. The purpose of the meeting is to introduce our team to local contacts, discuss any preliminary data findings, and review project goals, deliverables, timelines, and objectives, as well as answer a variety of administrative questions. This will refine our Project Workplan, which will be submitted to the City early in the project. PC will also ask for a series of documents to begin our Document & Ecosystem Review, detailed in Task 2.

At key intervals throughout the project, PC will also seek out interviews with city staff and members of the Steering Committee. These interviews may be a hybrid mix of in-person, virtual using Zoom, or by telephone, and will serve to provide local insight into housing related topics. Finally, we will set up bi-weekly calls with the Steering Committee to provide regular updates as to the progress of the project and address any encountered setbacks.

City Tour

Our team further recognizes that the success of this project requires an in-depth understanding of the region's communities, culture, economy, and demographics. Hence, our team will schedule a trip to spend some time touring the City of Columbus and surrounding communities. Any neighborhoods or properties emphasized by the Steering Committee will be particularly focused on, along with any recent housing additions.

PC also has experience working in communities with a high percentage of Hispanic and Spanish-speaking population, which we will leverage as applicable throughout the project as conversations occur with local leaders and members of the community.

Task 1 Deliverable: Project Workplan

Task 2: Data Collection & Review

We will use our understanding of a diverse array of data sets to obtain the most complete and up-to-date portrait of regional housing stock possible. Given that Columbus completed a Housing Study in 2021, PC will take whatever data points were uncovered for the City during that study to determine if they can be used as a viable baseline. One of our first subtasks within this task will be to analyze commute, housing, and labor market data to determine what additional regions to include in this analysis for comparison.

Document & Ecosystem Review

To orient our data collection process, the project team will conduct qualitative research of existing documents that are relevant to regional residential housing development. The exact documents may vary, but we anticipate reviewing the following resources, in addition to any others indicated by the Steering Committee or uncovered in our research:

- 2021 Columbus Housing Study
- Envision Columbus 2040 Comprehensive Plan

- Zoning maps, codes, and ordinances for the City
- Annual reports for the City specifically related to building permits, development fees, and property tax revenue
- 2022 Columbus Downtown Revitalization Plan
- City of Columbus Long Range Transportation Plan
- State related guidance related to affordable housing (such as the Toolkit to Increase Housing Supply published by the Nebraska Strategic Housing Council)

Demographic Analysis

Our team will provide an overview of existing trends related to the region's population, including both individual and household-level statistics. In some cases, it will be helpful to present data for Columbus in context with similar communities elsewhere in Nebraska. Specific data may include but are not limited to:

Population	**Households**	**Workforce**	**Transportation**
• Past and projected growth rate • Age, gender, and race/ethnicity • Housing units per capita • Per capita income and net worth • Income due to transfer payments • Poverty rates • Counts of disadvantaged populations (veterans, disabled individuals, etc.) • Educational attainment	• Overall number • Owner vs. renter dynamics • Median household size • Income distributions (by race/ethnicity) • Household composition (net worth, purchasing patterns, and "Community Tapestry" segments)	• Employment, establishments, and earnings growth • Jobs-to-housing ratio • Employment by specific industry and occupation • Migration patterns • Cost-of-living statistics	• Means to work • Access to transportation lines • Commute distance • In-commuter and out-commuter workers

Industry & Workforce Analysis

Employment and other sources of income also have significant impacts on local housing markets. Our assessment will consider detailed information by industry and occupational classifications currently and over the past several economic cycles. In addition to employment counts, this assessment will also cover metrics such as location quotient and shift-share analysis that highlight regional strengths and unique characteristics. We will provide several value-add analysis pieces that we synthesize from multiple datasets and are not available "off the shelf" from other providers, namely, a regional jobs-to-housing ratio, jobs per 1,000 persons, each compared to several other "peer" cities in Nebraska.

Existing Housing Stock

Our team will compile data estimating the number and type of housing units in each geographic subregion, and trends in production of housing. Aggregated information from Multiple Listing Service (MLS) will also be used to indicate current metrics such as inventory on the market, average and median days on the market, number of closed sales, homes taken off the market, among others. We will collect information about the number

of housing units of various types within the region of analysis. These housing figures will be broken out by type and will include current and historic trends on the following statistics:

- Home values now and over time (i.e.: assessed, sales, and estimated fair-market value)
- Rental costs by unit type (i.e.: bed/bath composition)
- Building permits
- Housing characteristics (e.g., size, age of unit, number of rooms)
- Specialized units, such as dorms, accessible housing, and alternative housing options
- Utility cost burdens
- Number of short-term rental units
- Housing density by Census Tract
- Vacancy rates
- Other physical and occupancy characteristics, as appropriate

Affordability & Access

The information listed above will feed into our assessment of home affordability at various levels and future housing needs by demographic. We will analyze rent and mortgage payment costs to estimate affordability levels throughout the City. The affordability analysis will be multi-faceted accounting for different income levels and groups according to Area Median Income (AMI), which will lay the groundwork for our housing forecast by income level in Task 5.

Closely related to the topic of affordability, our team will produce a detailed outline of all affordable housing options in the City and nearby areas. This will include all forms of funding programs including Section 8, HUD, LIHTC, and USDA. We will also estimate the units committed to homeless persons and

Core Data Sources

Our team relies on reputable and widely sampled data sources. A sample of our data sources (including those to be facilitated by the Steering Committee) include the following:

- AirDNA
- American Community Survey (US Census)
- Bureau of Economic Analysis
- Bureau of Labor Statistics
- Data Tactical Group Labor Market Information
- Esri Business Analyst
- Federal Housing Finance Agency
- Housing & Urban Development (HUD)
- IBIS World Reports
- Local Government: Residential Building & Remodeling Permits
- Platte County Assessor
- MLS and Local Realty Websites
- Regrid

Potential First-Time Homebuyers That Can Afford to Purchase an Average-Priced Home in Rifle
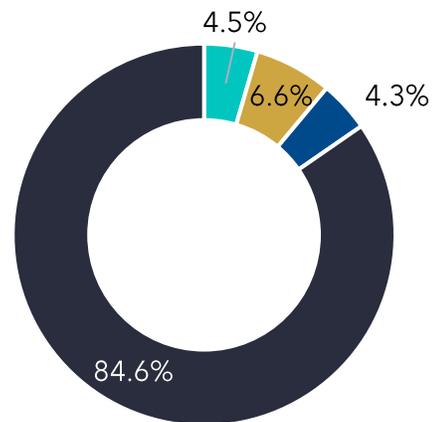
- $100,000 - $149,999
- $150,000 - $199,999
- $200,000+
- Below Necessary Income Requirements

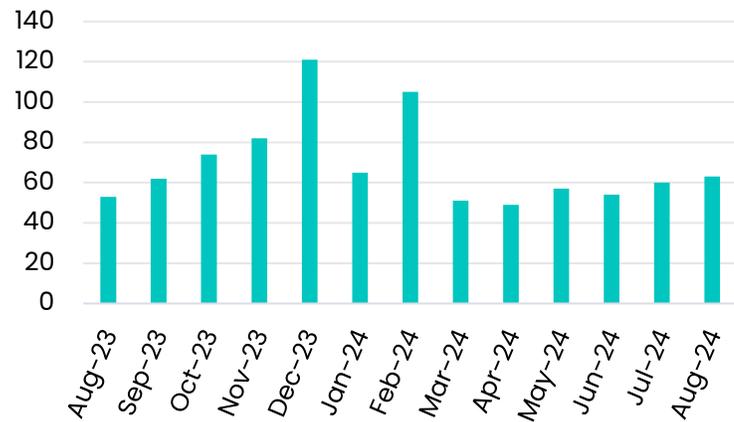*Source: PC Housing Needs Assessment for City of Rifle CO, 2025*

Permanent Supportive Housing (PSH), which are typically obtained more through local data collection than through federal databases. Lastly, using a combination of local and Census data, we will also estimate existing levels of naturally occurring affordable housing (NOAH), or housing that is affordable without subsidy.

Task 2 Deliverable: Preliminary Findings & Data Memo

Task 3: Analysis of Recent Construction

The PC team's access to local Multiple Listings Service (MLS) data will drive our analysis of recent construction in Columbus. The MLS collects data on homes listed, bought, and sold in local housing markets, along with supplemental data such as list price, sale price, and unit characteristics (e.g., number of bedrooms, square footage, etc.). Armed with sale dates from these data, we will analyze housing units completed in the last 10 years. MLS data with the full gamut of characteristics will

Median Days on Market for Houses in Rifle, August 2023-August 2024

Source: PC Housing Needs Assessment for City of Rifle, CO, 2025

also allow us to directly analyze properties outside of the home-buying market, such as manufactured homes, accessory units, and multi-family properties.

Additionally, we will correlate these data with qualitative information from interviews with developers regarding when their developments came online for purchase or for rent. Ideally, the team would gain access to permitting data from the City of Columbus as well so we can pinpoint when developments may have started. Data on certificates of occupancy from the City, along with sale dates from the MLS, would also enable our team to evaluate absorption rates of recent developments, and how each type of unit is performing in the local marketplace. These pieces would round out our analysis of early market outcomes for recent developments.

PC will utilize MLS sales data and average current mortgage rates to assess the price points of recent developments, and month-to-month affordability levels for Columbus residents. For multi-family properties, manufactured home parks, and other for-rent units, we will reach out directly to local property managers and developers, and survey the local rental market to assess current market rents and tie them to affordability levels as well.

To complete our recent construction analysis, we will utilize local GIS parcel data and Assessor's Office data to evaluate the geographic distribution of recent developments. With address data from MLS and address data from the Assessor's Office, our team can

connect price and rent points to distinguish units by affordability level by where they are located in the City. Ultimately, the analysis will provide Columbus with invaluable data in terms of recent developments, which markets they are serving, and where those markets are being served.

Task 4: Analysis of Approved Future Construction

The team will also collaborate with the Steering Committee, economic and community developers, local realtors, and real estate developers to identify in-progress and potential housing developments. This analysis will include all stages of the development life cycle including developments in-progress, for sale and entitled sites, and early-stage development discussions. We will also calculate recent building permits issued in the City and those currently under review. This will provide parameters to produce several scenarios of the total number of future units that may be

New Vitality Apartments in Columbus, NE, July 15, 2025, www.columbusne.us.

developed, accounting for higher and lower estimates. Similarly to our recent construction analysis, we will ascertain target markets, unit types, anticipated prices/rent costs, and percentage of the population that can afford these new units, in addition to timelines for completion, wherever data allow.

We will also inventory land available for future residential development within the region of analysis, including infill, adaptive, and redevelopment opportunities. This will complete our approved future construction analysis and provide an up-to-date overview of future short-term additions to the supply of regional housing, as well as opportunities for more significant expansions. Throughout this Task, we will identify alternative housing opportunities, including housing type options such as Tiny Homes, modular and prefabricated units, ADUs, and cottage courts.

Task 3 & 4 Deliverable: Analysis of Recent & Future Construction Memo

Task 5: Needs Assessment & Demand Forecast

PC will conduct a forecast of housing demand and population growth over the next five and ten years. Our approach is unique in that we provide a provide a range of scenarios, including both a *market-driven* and a *needs-driven* housing forecast:

▪ **The "market-driven" scenario** is based largely on historical supply-and-demand patterns a continuation of "status quo" market trends. This scenario typically leans toward lower-density single-family housing (the path of least resistance for most

- developers), while still incorporating a conscious effort to produce more affordable options.
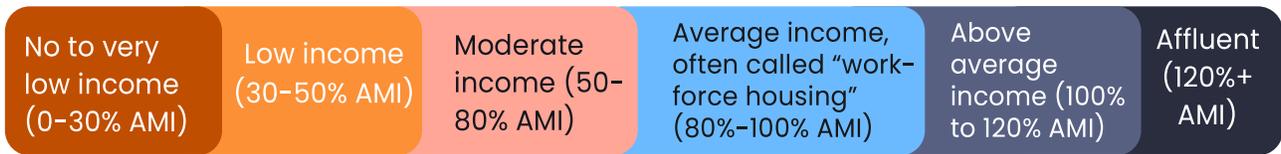- **The "needs-driven" scenario** reflects what local leaders and planners may wish to pursue through targeted strategies to address affordability and density gaps. This assumes replacement of inadequate stock, an emphasis on infill, appropriate increases in density, and most importantly, relief from cost-burdened status for low- to moderate-income households. In the Needs-Driven Scenario, future housing production should feature higher levels of production in lower AMI ranges (0–80%) to accommodate for future housing needs.

Our model always starts with a customized population forecast which accounts for a range of demographic data such as age, gender, race/ethnicity, and income levels. We From here, we consider several upper and lower range possibilities over the planning period (in this case 2026-2036). Our forecast will also examine factors such as ability/willingness to pay, existing and lacking typologies, tenure (rented vs. owned), area median income levels, net migration, birth/death rates, housing supply trends, permitting trends, and occupancy characteristics.

The twin issues of housing typology and affordability are particularly important to consider as we develop the future forecast scenarios. Cities have some level of control over typologies via zoning rules and regulations, whereas resident AMI levels are less manageable and typically require the

Source: PC AMI Housing Forecast for Ouray County, CO, 2025

addition of more subsidized units. Oftentimes communities get typology and affordability intertwined, but they are separate issues. For example, some single-family homes are more attainably priced, and some premium rental units are very high priced. Therefore, our housing forecast will indicate units by AMI level, with suggestions on the possible housing types (as shown in the "fan chart" example for Ridgway), while also recognizing that typologies can stretch across multiple AMI levels.
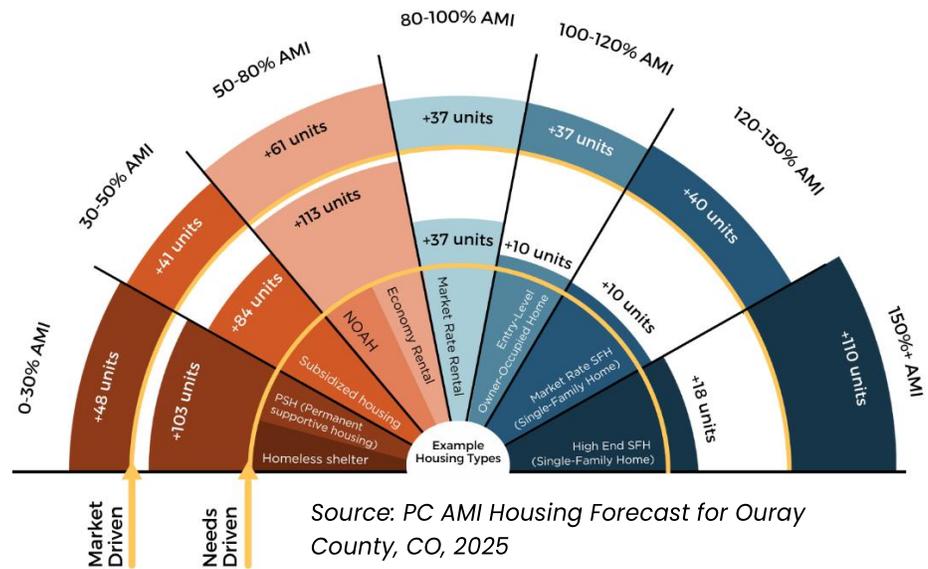
The particulars will be shaped by the data available for review throughout the project, but we anticipate providing a forecast with specific quantities for the following groupings, including distributions between units that will be owner occupied vs. renter occupied:

No to very low income (0-30% AMI)	Low income (30-50% AMI)	Moderate income (50-80% AMI)	Average income, often called "work-force housing" (80%-100% AMI)	Above average income (100% to 120% AMI)	Affluent (120%+ AMI)

We will analyze specific groups as subcomponents within these AMI classifications separately, with particular emphasis on special needs populations such as:

- Large families
- Local workforce populations
- Seniors
- Persons with disabilities
- Homeless populations
- Other marginalized populations, such as one-parent households, non-English speakers, veterans, etc.

As noted, it is not advisable to assume that the above groups are strictly associated with housing types, though there are patterns we can infer and thereby develop a range of required units for each of the following housing types:

- Low-density single-family
- Middle-density- either single-family attached or multi-family, with between four and ten units per acre, (examples include townhomes, ADUs, cottage housing, du/tri/quad-plexes, condominiums, etc.)
- High-density- 4+ units per building, in apartment style complexes, typically occupying 10+ units per acre, including breakouts for:
  1. Subsidized units
  2. Permanent supportive housing (or PSH)
  3. Market rate apartments

The final outcome of this forecast will be an essential tool detailing future housing needs and the extent to which the City of Columbus can work within community expectations and desires to achieve more housing affordability.

Task 5 Deliverable: Housing Needs Forecast Memo

Task 6: Gap Analysis & Impact of Recent & Future Construction

Our team will synthesize the findings from our future housing demand forecast with our analysis of recent and approved construction to compare forecasted demand to existing and upcoming supply. This will allow us to determine how well supply and development are keeping up with demand and identified needs at all income levels, as demonstrated in both our Market-driven and Needs-driven housing needs forecasts. We will also factor in anticipated absorption rates of new and pending construction. This will allow the City to clearly weigh the impact construction is having in meeting local housing needs in a quantitative manner, as well as the gaps that may exist between housing demand and anticipated future construction.

This, in addition to our understanding of Nebraska land-use policies, local conditions, and projections collected throughout the previous Tasks, will form our understanding of the

City's largest needs, gaps, and opportunities for improving the quantity, quality and variety of housing stock. The analysis will account for unique local conditions and constraints, and the perspectives of all sides of the equation including city leadership, builders/developers, and the general public. Weaving these pieces together will provide the factual basis for our recommendations described in the following Task.

Task 6 Deliverable: Housing Gaps & Construction Impact Memo

Task 7: Policy & Program Recommendation

At this stage of the project, our team will have sufficient local context to provide a summary of recommended strategies for increasing housing affordability and choices. These may include:

- Options for zoning/land-use and other regulations that could spur on more residential development e.g. standards for compact development/growth management via uses by right, lot size requirements, etc.)
- Potential local, state, and federal funding sources/grants and creative strategies for funding housing investments and initiatives
- Best practices from other communities in Nebraska (particularly near Platte County) that have proven effective at addressing similar challenges
- Recommendations on regulations and controls that the City could utilize to ensure appropriate mix of low- and middle-income housing development
- Options for fee waivers, bonuses, and other incentives that could encourage more housing development (e.g. density bonuses, reduced affordable housing development fees, etc.)
- Potential public-private partnerships related to housing for the City to pursue
- Recommendations on how and where to market the region to attract the right type of developers to meet the needs identified during this study

These recommendations will be submitted to the City and Steering Committee for preliminary review before we begin fleshing out a plan for implementation.

Task 7 Deliverable: Housing Recommendations Memo

Task 8: Implementation Strategy & Action Plan

In developing our Action Plan, PC will pull from our library of case studies detailing policies and best practices that have been successful in similar communities across the nation. We will also research examples throughout the State of Nebraska and surrounding states that have been successful in addressing issues similar to those faced in Columbus. We will specify how these best practices could come into play locally as well as how they may need to be tailored to fit the City's current policies and circumstances to be effective. These case studies will provide helpful context and examples of effective methods of achieving Columbus' housing Goals.

Making recommendations for consideration by city leadership is an important phase of the process, but the most crucial activities for making real change come after the initial ideation. Many good studies have gone underutilized due to skipping this stage of the process. During this Task, the PC team will take the necessary time to accomplish buy-in among city leadership for recommended Actions. Given the busy schedules of city council members and city staff, we recognize it will take time and multiple meetings (more than a simple 15-minute presentation within a city council session) to absorb the nuances of our findings. We typically recommend several "work sessions" that are outside the typical agenda of city council, but details depend on the exact format and timing of each community. During these, the PC team can iron out various requests based on this feedback including:

- Legal implications and requirements of the suggested actions
- Interviews with community leaders in other locations that have implemented similar actions
- Further investigation on the fiscal or practical impact of the actions on the community.

Once the recommendations are narrowed down to actions that city leadership is confident in embracing, the PC team will work with the steering committee on a goal setting process that fits SMART goal criteria (i.e. specific, measurable, achievable, realistic and time-bound). We will align Actions according to overarching Objectives, with corresponding Goals, and Action Items, as well as potential funding sources.

The Action Items will have specific benchmarks for measuring accomplishment, a definition of the directly responsible parties for carrying out the Action Items, and dates by with changes are expected to occur. The timeframe for the plan will be divided into short (1 year), mid (3 year), and long (5 year) increments. This Action Plan will then be presented one final time to city leadership for approval and adoption before implementation begins.

Table 1.1: City of Fruita HAP Implementation Approach

#	Required Actions	Potential Actors/Partners	Success Metrics Legend: Housing Production	Regulatory/ Zoning change	Process Change	Phase Timeline
Goal 1: Encourage Housing Diversity						
1.1	Decide exact program, Workshop program, Draft ordinance, Public hearing, Council adoption	Planning Department, Housing Authority, City Council	ADU permits approved; Number ADU permits using pre-approved plans			1-2 Years →
1.2	Choose Extent, Draft ordinance, Public hearing, Council adoption	Planning Department	Number of developments using new density bonus			1-2 Years →
1.3	Draft ordinance, Public hearing, Council adoption	Planning Department, City Council	Number of non-SFH dwellings approved			1-2 Years →
1.4	Choose extent, Workshop with developers, Draft ordinance, Public hearing, Council adoption	Planning Department, Private Developers, City Council	Number of identified underdeveloped parcels redeveloped in overlay zone			3-4 Years →
1.5	Outline program, Choose dates for events, Workshop material, Conduct engagement	Planning Department, Housing Authority	Number of attendees at public events, Percent increase in survey response			3-4 Years →
Goal 2: Incentivize Infill						
2.1	Choose method (traditional, DDA, or URA), Workshop program, Draft ordinance, Public hearing, Council adoption	Planning Department, Housing Authority, Private Developers, City Council	Number of properties redeveloped in specified zone(s), Number of housing units approved on infill properties			3-4 Years →
			Amount of gap funding provided			
2.2	Preliminary discussions, Potential grant identification, Conduct feasibility study, Determine next steps	Planning Department, Private Partners, Housing Authority, Private Consultant	Feasibility study recommendation (go or no go)			5-6 Years →
Goal 3: Support Affordable Housing Projects						
3.1	Decide on existing or new source, Study potential amounts of funding, Workshop/gauge interest on projects, Draft ballot measure	Planning Department, City Manager, City Council, Private Partners	Significance of potential gap funding amounts,			3-4 Years →
			Potential number of housing units to be funded			
3.2	Draft ordinance, Public hearing, Council adoption	Planning Department, Housing Authority, City Council	Number of housing units 120% AMI or below permitted			1-2 Years →
3.3	Find regional partner, Discuss partnership, Workshop programs	Planning Department, Private Partners, Housing Authority, City Council	Number of CLT ownership properties developed and sold			5-6 Years →

Source: PC's Housing Action Plan & Implementation Approach for Fruita, CO, 2025

Task 8 Deliverable: Implementation Strategy & Action Plan Memo

Task 9: Deliverables & Presentations

Our team will present a comprehensive draft report to city council roughly one month prior to finalizing the report, which will serve as the City of Columbus' opportunity to request adjustments and additional considerations to the document. This draft will include all deliverables to date, as well as an executive summary and appendices with all the data tables, maps, inventories, and model assumptions related to the project. At this point, the report will undergo a 30-day public comment period before being submitted for adoption.

Once all comments are addressed, our team will finalize the report in the City's preferred format. Lastly, our team will conduct a final presentation of the report to the City, any relevant stakeholders, and the community. All presentation materials will be provided to city council with ample time to allow for incorporation into agendas and meeting packets.

PC presentation

Task 9 Deliverables:

- ***Comprehensive Draft Report with Draft Executive Summary***
- ***Final Report with Updated Executive Summary***
- ***Final Data & Modeling Spreadsheets***
- ***Draft & Final Report Presentations***

E. Schedule

Assuming a project launch in early March, PC anticipates completing the project by July 22, 2026. We typically hold bi-weekly progress calls with each client. Key on-site and public meetings can be scheduled as needed. PC will be on-site two or three times during the project, with most check-ins conducted remotely via Zoom or similar platforms.

The following is our list of deliverables with estimated delivery dates:

- **Project Workplan:** March 18, 2026
- **Preliminary Findings & Data Memo:** April 20, 2026
- **Analysis of Recent & Future Construction Memo:** May 15, 2026
- **Housing Needs Forecast Memo:** May 15, 2026
- **Housing Gaps & Construction Impact Memo:** June 1, 2026
- **Housing Recommendations Memo:** June 1, 2026
- **Implementation Strategy & Action Plan Memo:** June 22, 2026
- **Comprehensive Draft Report with Draft Executive Summary:** June 22, 2026
- **Final Report with Updated Executive Summary:** July 22, 2026
- **Final Data & Modeling Spreadsheets:** July 22, 2026
- **Draft & Final Report Presentations:** July 22, 2026
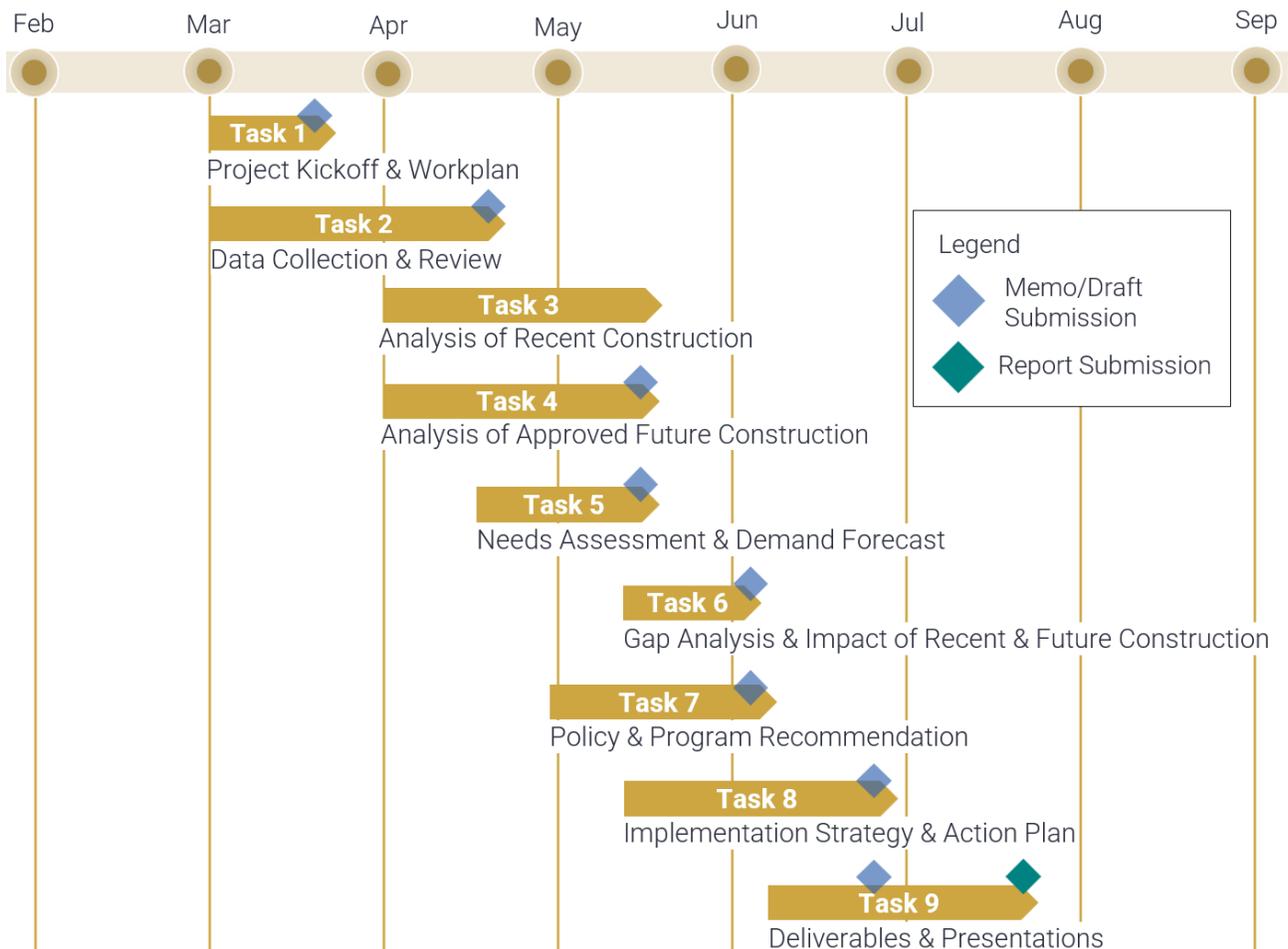
F. Past Project Experience

The following are descriptions of relevant past projects with reference contact information.

At Home in Fruita: Housing Needs Assessment & Housing Action Plan, City of Fruita, CO, 2025–ongoing

PC began working with the City of Fruita in June 2025 to conduct a joint Housing Needs Assessment (HNA) and Housing Action Plan (HAP) for the City. Collaboration from City leaders on the HNA and HAP will set them up for future success.

Our projections show the City's population will grow at a modest 0.7% per year through 2044, adding to current housing demand. PC estimates Fruita will need 390 new housing units over the next 10 years. Our team projected housing needs across all Area Median Income levels as well.

Our assessment of housing needs in the City culminated in three goals for the Action Plan: Encourage Housing Diversity, Incentivize Infill & Redevelopment, and Support Affordable & Workforce Housing. These goals include 10 total recommended housing strategies, along with a phased implementation approach for the City to take over the next six years. The implementation approach includes required actions, along with potential actors/partners, and Key Performance Indicators to track each strategy.

Reference: Henry Hemphill, Planning Director, City of Fruita
**Phone Number:** 970-858-0786
Email: hhemphill@fruita.org
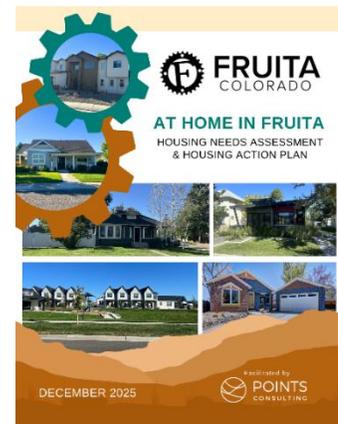
Housing Needs Assessment for the Moline, Rock Island, & Davenport Consortium of Cities, IA/IL, 2024-2025

Our team presented our Housing Needs Assessment for the Moline, Rock Island, & Davenport Consortium of Cities in January 2025. We partnered with Mosaic Community Planning for this project, and PC simultaneously helped Mosaic to perform an Analysis of Impediments to Fair Housing Choice. Both projects were designed to fully meet all HUD requirements.

Our team found that the Tri-Cities face unique opportunities: decreasing population in two of the three cities has resulted in lower home prices compared to high-growth markets. Statistics on price and vacancies indicate that each of the cities has an ample inventory of units primed for reinvestment. To capitalize on this, our recommendations included city-specific tools available to preserve some of this inventory for long-term affordability.
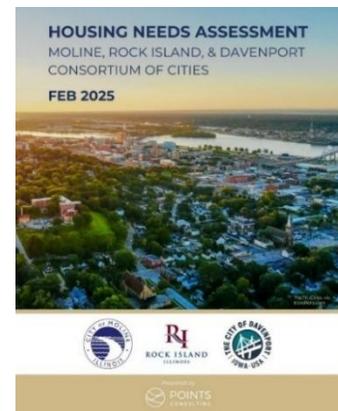
Given the wide range of population projections, our forecast presented three scenarios for each city, designated as "status quo," "moderate growth," and "optimistic growth." This resulted in a range of potential residential unit needs by 2044, summarized as follows:

- **Davenport:** between 4,490 and 8,706 units | 9.5% to 18.4% growth
- **Rock Island:** between 11 and 3,702 units | 0.1% to 21.3% growth
- **Moline:** between –1,130 and 4,380 units | -5.8% to 22.6% growth

Read the report on the Rock Island city website here: https://www.rigov.org/DocumentCenter/View/19768/Final-Draft-Housing-Needs-Assessment-2025?bidId=.

Reference: KJ Whitley, *City of Moline Community Development Manager*
Phone Number: 309-317-8917
Email: kwhitley@moline.il.us

2024 Comprehensive Housing Study & Needs Analysis for Greene County, Southwest Missouri Council of Governments (SMCOG), MO, 2024

The Southwest Missouri Council of Governments (SMCOG) worked with PC to complete a Housing Analysis for Greene County, Missouri, focused on the County's unincorporated land and more rural towns of Ash Grove, Fair Grove and Walnut Grove (or "The Groves"). Our study found The Groves' large amount of property available for in-fill, redevelopment, or city expansion can be counted a major asset as these communities seek to improve their housing conditions.
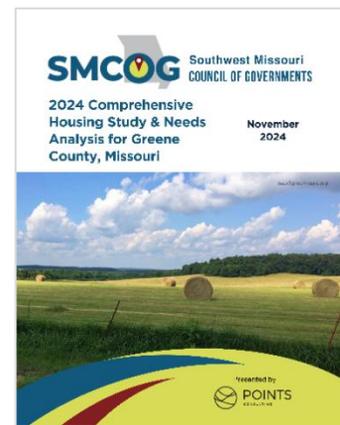
Though not projected to grow rapidly in population, housing production has been minimal in the Groves over the last decade. According to our modest status-quo population growth scenario, our team forecasts need for an additional 340 housing units in The Groves specifically by 2044, or up to 670 new units according to our optimistic growth scenario. Our recommendations include options and funding sources for redevelopment, introducing a land banking organization for the County, changes to zoning code, and methods of engaging with local developers and housing partners.

Read the report here: https://points-consulting.com/2024-comprehensive-housing-study-needs-analysis-for-greene-county-missouri/.

Reference: Jason Ray*, Executive Director, SMCOG*
Email: jasonray@missouristate.edu
Phone Number: 417-836-6977

Hitting the Target: Housing Needs Assessment & Forecast for Broken Arrow, Oklahoma, City of Broken Arrow, OK, 2023-2024

PC completed a housing and demographic study for the City of Broken Arrow, Oklahoma, with the aim of assessing the current and future housing needs of the community. While Broken Arrow's housing affordability outpaces national and state averages, around 72% of low-income renters are cost burdened, while around 15% of owner-occupied households are cost burdened. Additionally, 22% of prospective homebuyers struggle to afford average-priced homes. Despite its relative affordability, population growth threatens to inflate housing costs in the future. By evaluating the existing conditions and analyzing trends in population growth and housing supply over the next 20 years, PC provided recommendations to enhance and maintain existing neighborhoods and improve mobility between them.

Read the report here: https://points-consulting.com/hitting-the-target-housing-needs-assessment-forecast-for-broken-arrow-oklahoma-2023-240/.

Reference: Farhad Daroga, *City of Broken Arrow Department of Community Development*
Email: fdaroga@brokenarrowok.gov
Phone: 918-259-2400 x 5416

Frankfort & Franklin County Housing Market Demand Study, Frankfort, KY, 2022-2023

PC worked with the City of Frankfort and Franklin County in Kentucky on a housing market demand study. Sandwiched between the cities of Lexington and Louisville, and home to the majority of bourbon manufacturing in the United States, Frankfort has transformed into a highly tourism-based economy in the past decade. PC's report includes analysis of demographics, industry and workforce, existing housing stock, affordability and access, and future planned developments in its demand assessment, among other key elements. The project was presented in July 2023, building off a community survey and outreach efforts.

Read the report on the Frankfort city website here: https://www.frankfort.ky.gov/DocumentCenter/View/4124/Frankfort-MEGA-DECK_v3.

Reference: Eric Cockley, Planning and Community Development Director, *City of Frankfort*
Phone Number: 502-352-2100
Email: ecockley@frankfort.ky.gov

Other PC housing studies completed within the past five years

Further description and references for these projects can be provided upon request:

- City of Chelan Housing Element of Comprehensive Planning, Anchor QEA and City of Chelan, WA, 2025-ongoing
- Chelan County Housing Element of Comprehensive Planning, Anchor QEA and Chelan County, WA, 2024-ongoing
- City of Cheney Housing Element of Comprehensive Planning, Nexus Planning Services and City of Cheney, WA, 2024-ongoing
- Douglas County Housing Element of Comprehensive Planning, Anchor QEA and Douglas County, WA, 2024-ongoing
- Housing Needs Assessment for Ridgway & Ouray County, CO, 2025
- "Is Idaho's Housing Market Too Hot to Handle? Discover the 2025 Idaho Workforce Housing Index (IWHI)", PC and LEAP Housing, 2025
- Rooted in Rifle: 2025 Housing Study & Action Plan, City of Rifle, CO, 2024–2025
- Highest & Best Use/Discounted Cash Flow Analysis, 270-acre conservation easement parcel, Fenn Little Attorneys, Sequatchie County, TN, 2025
- Montrose Housing Needs Assessment, Montrose, CO, 2022-2023 (with 2025 update)
- Burnishing Bisbee: An Action Plan for Preserving & Enhancing Housing Opportunities, Bisbee, AZ, 2024-2025
- LEAP Housing Feasibility Study for Prospective Portneuf Springs Development, LEAP Housing, 2024-2025
- Confederated Tribes of Grand Ronde (CTGR) Housing Study & Needs Assessment, OR, 2024-2025
- Housing Needs Assessment for the Nez Perce Tribe, Nimiipuu Community Development Fund (NCDF), ID, 2024
- Highest & Best Use/Discounted Cash Flow Analysis, 2,300-acre conservation easement parcel, Asbury Gardner Tax Counsel, Pike County, PA, 2024
- Highest & Best Use Analysis, Highland Village Site, Blu Water Capital LLC, Bushkill, PA, 2024
- Dwelling on the Future: Housing Needs & Strategies for the Preservation & progress of San Juan County's Communities, San Juan County, UT, 2023-2024
- Creating a Revilla Housing Revival: Housing Market Analysis for the Ketchikan Gateway Borough, Ketchikan, AK, 2023-2024
- Down to Earth: Managing Housing Cost & Availability in Woodland Park 2023-2040, Woodland Park, CO, 2023
- Wenatchee Valley Student Housing Needs Assessment, SCJ Alliance, WA 2022-2023
- Housing Needs Market Study, Housing Authority of Chelan County & the City of Wenatchee, WA, 2022
- Expert Witness Testimony, financially feasible & maximally productive use for senior housing on 89-acre parcel, Asbury Gardner Tax Counsel, Henry County, GA, 2022

- Financially Feasible & Maximally Productive Use Analysis, 1,000-acre Ratcliffe Island property, RMI Lands LLC, GA, 2022
- Financially Feasible & Maximally Productive Use Analysis, 1,700-acre Hamilton County property, Third Pope LLC, FL, 2022
- Highest & Best Use Analysis, 72-acre Eagle County parcel, Sky Legend LLC, CO, 2022
- North Central Idaho Regional Housing Assessment, Clearwater Economic Development Association (CEDA), ID, 2021-2022
- Housing Needs Forecast & Recommendations, Swinomish Tribe, WA, 2021

Appendix B: Updated Proposal & Scope of Work Details 2/25/2026

The Updated Housing Needs & Supply Study Proposal prepared for the City of Columbus on February 25th, 2026, is provided in full beginning on the following page.

Background

On January 27th, 2026 Points Consulting submitted a proposal in response to the City's "Housing Needs & Supply Study 2026" RFP. On February 25th, 2026 our team was notified we have been conditionally accepted to complete the study, pending agreement on scope of work/pricing and City Council approval.

For reference, that original proposal is linked here: NE Columbus Housing Needs & Supply Study PC Proposal FINAL.pdf

Scope of Work

PC reviewed the scope of work from our proposal and has assigned pricing to those Tasks. We have stuck closely to the original proposal by not adding any new components. In one place we have clarified the extent of community engagement and separating a piece of it that was suggested but not clearly spelled out previously, namely Component 2.

We have made every effort to ensure competitive pricing based on the costs of our own internal resources and our knowledge of comparative industry benchmarks. To provide options to the City, relative to pricing, we have broken out several of the more optional components. These could be left out of the study and still provide a strong "core" analysis to update the existing economic and housing picture from the prior 2021 iteration. The following summary identifies what is included within each component.

Component 1: Base Housing Needs Analysis
- Tasks 1-6 from original scope
- Inclusive of one multi-day on-site trip for 2-3 staff for city tour, city staff and selected community member interviews (as noted on page 9 of scope)

Component 2: In-Depth Community Engagement
- Townhall event for general community soliciting feedback on housing options/solutions
- Listening sessions with real estate community (real estate developers, landlords, brokers, and lenders)
- 1-2 additional on-site engagements with PC staff to complete above-listed tasks

Component 3: Policy & Program Recommendations
- Task 7 from original scope (page 16)

Component 4 Implementation Strategy & Action Plan
- Task 8 from original Scope of Work (pages 16-17)

Pricing

The following table identifies costs for each component.

Task	Cost
1: Base Housing Needs Analysis	$23,000
2: In-Depth Community Engagement	$4,250
3: Policy & Program Recommendations	$2,650
4: Implementation Strategy & Action Plan	$4,950
Base Travel Costs (Task 1)	$2,710
Add'l Travel Costs (Tasks 2-4)	$3,380
Base Analysis (excluding Task 2-4)	**$25,710**
Full Analysis (including Tasks 2-4)	**$40,940**