



# FY 20-21 Housing Department Work Plan

May 2020

The Jackson/Teton County Affordable Housing Department’s annual work plan is informed by the Workforce Housing Action Plan (2015) and the Jackson/Teton County Comprehensive Plan (2012).

The FY20-21 Work Plan details the list of Housing Department tasks that will be continued or begun between March 2020 and June 30, 2021. The Gantt chart provided below provides a wider view of the new and existing work.

FY 20-21 Work Plan Summary						
Task	FY 20	FY 21		FY 22	Staff Time Allocated for FY 20/21 (12 months)	
	2020	2021			Total Staff Hours	% of Total
Workforce Housing Supply					1495	13%
174 N. King Street (Town)					30	
Grove Phase III (County)					80	
430 & 440 W. Kelly Ave. (Town)					75	
Jackson & Kelly Apartments (County)					200	
105 Mercill Ave (County)					75	
New Capital Partnership with Teton Habitat					80	
New LIHTC Prroject					150	
Accessory Residential Unit Program - removed					0	
First / Last / Deposit Program, Homeless Families Pilot					100	
Restriction Fund					300	
Employer Roundtable – removed					0	
Funding for Housing - Strategy, Policy, Implementation					150	
Land Acquisition & PPP Development					150	
Supply Plan Annual Update					80	
Housing Supply Board Management					100	

Rules, Regulations, LDRs					565	5%
Housing Rules & Regulations Clean Up					110	
Restriction Templates & Housing Mitigation Agreement					135	
New Development Review					260	
Update to Housing Mitigation Program					60	
Data Collection & Maintenance					276	2%
Housing Nexus Study – removed					0	
Weighted Drawing Online Tools					120	
Data Development & Analysis					156	
Comprehensive Data Collection & Tracking Integration - removed					0	
Compliance					2205	20%
Annual Verification: Affordable & Workforce Rentals					850	
Annual Verification: Workforce Ownership					300	
Annual Check-In: Affordable Ownership					115	
Active Compliance					940	
Sales & Rentals					2695	24%
Town/County Employee Rental Program					525	
Grove Phase 1 Rentals					275	
Weighted Drawings: Sales & Rentals					1150	
Sales Facilitation					745	
Education & Outreach					272	2%
Public Engagement, Presentations, Events					204	
Multimedia Awareness Efforts					68	
Management & Administration					2852	24%
260 W. Broadway Management, Sale					50	
Existing Development Assistance					80	
Housing Authority Board Management					234	
Professional Development					70	
Department Management					920	
Department Administration					1310	
Vacation					1120	9%
Vacation Hours + 10 Holidays Hours					960	
Total Hours (hours worked + vacation & holidays)					11,132	100%

A more detailed description of each FY20-21 Work Plan task is provided below. Each task description summarizes the task goal, status, next steps, and the Workforce Housing Action Plan and/or Comprehensive Plan principles, policies, and strategies informing the task. Hours worked by position are also provided, but do not include hours for staff who are outside the Housing Department (legal, planning, etc.).

## Workforce Housing Supply

### 174 N. King Street

*Goal:* Partner with Jackson Hole Community Housing Trust to develop 24 permanently deed restricted ownership units.

*Status:* The JHCHT plans to break ground on the project in May 2020. Estimated completion is Q3 2021.

- HAP Strategy: 2B, 2E, 5B
- Comp. Plan Policy: 5.1.a, 5.1.b, 5.2.b, 5.2.d, 5.3.c, 5.4.b, 5.4.d

<u>Timeline</u>	
Groundbreaking	2020 Q2
Cert. of Occupancy	2021 Q3
Housing Director	30 hrs

### Grove Phase III: 24 Units

*Goal:* Partner with Habitat for Humanity to construct 24 ownership units at the Grove in Midtown. *Status:* Habitat has completed the first 16 units and the families for these units have moved in. The units were successfully platted, land conveyed, and units have been incorporated into the Grove Condominiums HOA.

Phase 1 and Phase 2 of the infrastructure (curb, gutter, paving, and trash enclosure) has also been completed. Habitat has begun construction on the final 8 units (Phase 3). The Housing Department released an RFP in February 2020 to obtain a contractor for Phase 3 infrastructure (curb, gutter, paving). *Next steps:* Continue working with Habitat to plat the units as they are completed and convey the property to the HOA. Continue to manage infrastructure work.

- HAP Strategy: 2A, 2B
- Comp. Plan Policy: 5.1.a, 5.1.b, 5.3.c

<u>Timeline</u>	
Phase 3 Infrastructure	2020 Q3
Home Dedication	2021 Q2
Housing Manager	75 hrs
Housing Director	5 hrs

### 440 West Kelly Avenue

*Goal:* Through the RFP process, partner with private developer to construct workforce units on the property. *Status:* Ground Lease with Roller Development and Tack Development is being drafted.

*Next steps:* Execute Ground Lease Q2 2020.

- HAP Strategy: 2B, 2E, 5B
- Comp. Plan Policy: 5.1.a, 5.1.b, 5.2.b, 5.2.d, 5.3.c, 5.4.b, 5.4.d

<u>Timeline</u>	
Execute Ground Lease	2020 Q2
Groundbreaking	2020 Q3
Cert. of Occupancy	2021 Q3
Housing Director	75 hrs

**255 & 257 West Kelly Avenue, 360 & 380 South Jackson Street (“Jackson & Kelly Apartments”)**

*Goal:* Develop the property for Teton County Government employee housing and community workforce housing. *Status:* Project feasibility is underway. *Next steps:* Complete feasibility, attract capital, start planning process.

- HAP Strategy: 2A, 2B, 2E, 4C, 5B
- Comp. Plan Policy: 5.1.a, 5.1.b, 5.2.b, 5.3.c, 5.4.b, 5.4.c, 5.4.d

<u>Timeline</u>	
Feasibility	2020 Q2
Begin Planning Process	2020 Q2
Groundbreaking	2021 Q2
Cert. of Occupancy	2022 Q4
Housing Director	200 hrs

**105 Mercill Avenue**

*Goal:* Develop the property for community workforce housing. *Status:* Project was awarded to Mercill Partners, LLC. Ground Lease was executed March 18, 2020. *Next steps:* Move existing structures, build project.

- HAP Strategy: 2B, 2E, 5B
- Comp. Plan Policy: 5.1.a, 5.1.b, 5.2.b, 5.3.c, 5.4.b, 5.4.c, 5.4.d

<u>Timeline</u>	
Groundbreaking	2020 Q3
Cert. of Occupancy	2021 Q3
Housing Director	75 hrs

**New Capital Partnership with Teton Habitat**

*Goal:* Partner with Teton Habitat to build low-income ownership housing. *Status:* Land identification is in process. *Next steps:* Secure land, execute development agreement with Teton Habitat, build housing.

- HAP Strategy: 2A, 2B
- Comp. Plan Policy: 5.1.a, 5.1.b, 5.2.b, 5.3.c

<u>Timeline</u>	
Secure Land	2020 Q2
Ground Lease	2020 Q3
Groundbreaking	2021 Q2
Cert. of Occupancy	2022 Q3
Housing Director	80 hrs

**New Capital Partnership – Low Income Housing Tax Credit (“LIHTC”) Project**

*Goal:* Partner with a private developer to build a LIHTC project. *Next steps:* Release Request for Qualification (“RFQ”) for a development partner. Apply for LIHTC in September 2020.

- HAP Strategy: 2A, 2B, 4C
- Comp. Plan Policy: 5.1.a, 5.1.b, 5.2.a, 5.2.b, 5.2.d

<u>Timeline</u>	
Release RFQ	2020 Q1
LIHTC Application	2020 Q3
Award	2021 Q1
Groundbreaking	2021 Q2
Cert. of Occupancy	2022 Q3
Housing Director	75 hrs

**First / Last / Deposit Program & Homeless Families Pilot**

*Goal:* Provide First/Last/Deposit support to low-income households seeking to secure safe, stable housing. Provide schoolyear housing to homeless families. Program will include wrap around services – financial education, human service support. *Next steps:* Develop program, apply for matching funds through the Community Foundation of Jackson Hole, partner with One 22 and TCSD #1 to implement.

- HAP Strategy: 2A, 3D, 4B, 4C
- Comp. Plan Policy: 5.1.a, 5.2.c

<u>Timeline</u>	
Develop Program	2020 Q3
Pilot Program	2020 Q3
Housing Director	100 hrs

**Restriction Fund**

*Goal:* Create a fund that can be used to purchase permanent deed restrictions on new or existing housing units. *Next steps:* Develop program in Q2 2020, capitalize and implement in Q3 2020.

- HAP Strategy: 2C, 4C
- Comp. Plan Policy: 5.1.a, 5.1.b, 5.3.b

<u>Timeline</u>	
Develop Program	2020 Q2
Pilot Program	2020 Q3
Housing Director	300 hrs

**Funding for Housing – Strategy, Policy, Implementation**

*Goal:* Establish a dedicated funding source for housing to provide consistent, predictable funding for workforce housing, enabling supply planning, partnership development, and leverage of public money. *Next steps:* Working with the Planning Directors, Town Manager, and County Administrator, the Housing Director will: monitor the need for funding; seek private, state, and federal funding; and explore additional funding options with the State Legislature. The Housing Director will also support the Town and County strategic planning efforts as it relates to ballot measures, housing supply planning, and other community development goals.

- HAP Strategy: 4A, 4B, 4C, 4D
- Comp. Plan Policy: 5.1.a, 5.1.b, 5.2.a, 5.3.b, 5.3.c, 5.4.e

<u>Timeline</u>	
Ongoing through the year.	
Housing Director	150 hrs

**Land Acquisition & PPP Development**

*Goal:* Acquire land in Complete Neighborhoods where workforce housing development is appropriate, likely CR-1, CR-2, CR-3, and NH-1 zoning. Prioritize land that is adjacent to other publicly owned land. Partner with the private sector to develop workforce housing. *Status:* Ongoing. *Next steps:* When land is identified and/or partnership opportunities arise, bring the opportunity to the Town Council and Board of County Commissioners for consideration.

- HAP Strategy: 2B, 2D
- Comp. Plan Policy: 5.1.a, 5.1.b, 5.2.b, 5.3.c

<u>Timeline</u>	
Continuous throughout the year.	
Housing Director	150 hrs

**Supply Plan Annual Update**

*Goal:* Annually update the 5-Year Housing Supply Plan to inform the public about trends related to workforce housing and the steps being taken to address workforce housing supply and preservation. *Status:* 2017 Housing Supply Plan was approved 2017 Q3. *Next steps:* Draft the 2018 Plan and present to the Town Council and Teton County Board of Commissioners for approval.

- HAP Strategy: 2F
- Comp. Plan Policy: 5.4.a

<u>Timeline</u>	
Draft Plan	2020 Q4
Plan Approval	2021 Q1
Draft Plan	2021 Q4
Plan Approval	2022 Q1
Housing Director	80 hrs

**Housing Supply Board Management**

*Goal:* The Housing Supply Board advises the Housing Director on housing supply. *Status:* The board meets monthly and board committees meet at least once per quarter, sometimes more. When an RFQ/RFP is being analyzed, the board will hold several special meetings. *Next steps:* Ongoing.

- HAP Strategy: All
- Comp. Plan Policy: Section 5

<u>Timeline</u>	
Monthly Meeting, Special Meetings	
Housing Director Time	100 hrs

**Rules, Regulations, LDRs**

**Housing Rules & Regulations Clean Up**

*Goal:* In response to the Workforce Housing Action Plan, the Housing Department updated the Housing Rules and Regulations in 2018. *Status:* The Housing Department will continuously evaluate the processes, procedures, and regulations and bring any clean up or other changes to the Council and Board annually. *Next steps:* Housing Authority Board will recommend possible changes/upgrades to the Rules in June 2020. Council and Board will consider these changes at the July 2019 JIM.

- HAP Strategy: 3B
- Comp. Plan Policy: 5.1.a, 5.1.b, 5.1.c

<u>Timeline</u>	
Draft Update	2020 Q2
Housing Authority Review	2020 Q3
Town/County Review	2020 Q3
Final Adoption	2020 Q3
Housing Manager	100 hrs
Housing Director	10 hrs

**Restriction Templates and Housing Mitigation Agreement**

*Goal:* Update the Ground Leases, draft the Occupancy Restriction, Occupancy Agreement, and Banked Unit Restriction. Create the Housing Mitigation Agreement. *Status:* Town and County legal and the Housing Manager are developing the Occupancy Agreement, Occupancy restriction, Banked Unit restrictions, and Housing Mitigation Agreement. *Next steps:* Town Council and Board of County Commissioners approve the restrictions and agreements.

- HAP Strategy: 3B
- Comp. Plan Policy: 5.1.a, 5.1.b, 5.1.c

<u>Timeline</u>	
Draft Restrictions	2020 Q2
Approve Restrictions	2020 Q3
Housing Manager	120 hrs
Housing Director	15 hrs

**New Development Review**

**Goal:** Ensure that the Housing Rules and Regulations are being met by proposed restricted units in development applications.  
**Status:** Reviewed 94 developments for compliance with the Housing Rules and Regulations in 2019. **Next steps:** Continue to review development applications as they are submitted to Planning, work with developers in advance to educate them on the expectations and requirements of the Housing Rules and Regulations.

- HAP Strategy: 2D, 3B
- Comp. Plan Policy: 5.1.a

<u>Timeline</u>	
Ongoing throughout the year.	
Housing Manager	230 hrs
Housing Director	30 hrs

**Update to Housing Mitigation Program**

**Goal:** Review and adjust housing mitigation requirements as needed. **Status:** Board and Council have asked that this be included in the long-range planning work plan. Housing Department will provide support to the Planning Department. **Next steps:** Work with planners to review, analyze, and adjust based on direction from the elected officials.

- HAP Strategy: 2D, 3B
- Comp. Plan Policy: 5.1.a

<u>Timeline</u>	
Ongoing throughout the year.	
Housing Director	40 hrs
Housing Manager	20 hrs

**Data Collection & Maintenance**

**Weighted Drawing Online Tools: Intake Form, Drawing Entry Form**

**Goal:** To provide a streamlined weighted drawing process for both applicants and staff and to secure information provided by applicants and decrease the potential for human error. **Status:** Intake form went live January 2, 2018 and is being updated on a rolling basis/as needed. The online drawing entry form was on the FY19/20 work plan, but was replaced with online submittal of compliance documents, which has been completed. **Next steps:** Work with customers and consultants to evaluate the functionality of the intake form.

- HAP Strategy: 2F, 3C, 4B
- Comp. Plan Policy: 5.4.a, 5.4.c

<u>Timeline</u>	
Ongoing updates as needed	
Online Drawing Form Release	2020 Q3
Housing Director	75 hrs
Housing Manager	25 hrs
Sales Coordinator	10 hrs
Compliance Specialist	10 hrs

**Data Development and Analysis**

**Goal:** Analyze Intake Form data twice per year. Quarterly track housing market data. On an ongoing basis, track development data including leakage, redevelopment, and development potential. Annually collect and analyze annual reports for all apartment developments built since 2018. **Status:** This data is currently being collected and analyzed on a superficial level. **Next steps:** Acquire additional staff capacity to complete this item. If no additional staff capacity is found, then the Housing Director Staff Time will double, and the output will remain status quo (superficial analysis).

- HAP Strategy: 2F, 3C, 4B

<u>Timeline</u>	
Intake Form Analysis	2020 Q4
	2021 Q2
Housing Director	150 hrs
Sales Coordinator	2 hrs
Compliance Specialist	4 hrs

- Comp. Plan Policy: 5.4.a

## Compliance

### **Annual Verification: Affordable/Workforce Rentals**

*Goal:* Verify that all dedicated Affordable and Workforce rental housing units comply with the requirements of their recorded restriction. *Status:* The Housing Department is now using standardized rental housing restriction templates for new units. The Housing Department has been working with local real estate and title companies to identify and review restrictions with prospective buyers prior to the sale of a restricted unit. This ensures that the new owner is familiar with the restriction and its requirements. *Next steps:* The Housing Department may offer one of the new standardized restrictions to any Owner who may want to revise/amend their current restriction. Staff will meet with Developers/Owners of newly restricted units to review the restriction, so they understand what to expect when providing annual verification documentation.

<u>Timeline</u>	
Ongoing throughout the year.	
Housing Compliance	700 hrs
Housing Manager	150 hrs

- HAP Strategy: 3A
- Comp. Plan Policy: 5.1.a, 5.1.b

### **Annual Requalification: Workforce Ownership**

*Goal:* Verify that owners of Workforce units are complying with the requirements of their recorded restriction. *Status:* For 2019, three (3) households were in default for failure to provide requalification documents. All three have remedied the default. The remaining homeowners are following the restriction requirements. *Next steps:* Annual requalification documents are mailed to each owner in mid-September with a deadline of October 31st of the same year. The Housing Department continues to requalify units where at least one member of the household has reached retirement age as defined by the Federal Social Security Administration Households where one member has reached retirement age are exempt from employment/income requirements but must remain a qualified household for the duration of their ownership on all other aspects of the recorded restriction. New owners must sign an affidavit attesting that they have received and understand the annual verification requirements of their restriction. For 2019, the Housing Department provided a secure online upload for all requalification documents and will continue to develop online submission of documents.

<u>Timeline</u>	
Requalification	2019 Q4
Complete	2020 Q1
Requalification	2020 Q4
Complete	2021 Q1
Housing Compliance	150 hrs
Housing Manager	150 hrs

- HAP Strategy: 3A
- Comp. Plan Policy: 5.1.a, 5.1.b

### **Annual Check-In: Affordable Ownership**



*Goal:* Owners of Affordable housing units built or purchased after June 4, 2018 receive annual verification requests for employment, occupancy and use of the unit. *Status:* Information and documents were provided to each homeowner in mid-September with a deadline of October 31<sup>st</sup> of the same year allotting homeowners a 45-day timeframe to submit the required verifications. All affordable owners have provided the verifications for 2019. *Next steps:* Owners of new Affordable housing units built or purchased after June 4, 2018 will sign an affidavit attesting that they have received and understand the annual verification requirements of their restriction. Prior to Ownership of these units, applicants completed the online Intake and are now able to upload the verification documents online.

- HAP Strategy: 3A
- Comp. Plan Policy: 5.1.a, 5.1.b

<u>Timeline</u>	
Check-In	2019 Q4
Complete	2020 Q1
Check-In	2020 Q4
Complete	2021 Q1
Housing Compliance	70 hrs
Housing Manager	45 hrs

**Active Compliance**

*Goal:* To work proactively with both homeowners and restricted rental unit owners to ensure understanding of and compliance with the requirements of their restriction. To objectively, competently and completely investigate any information, complaint, or report of a violation of special restrictions received by the Housing Department. *Status:* Seventy-seven (77) compliance related issues were reviewed in 2019. 19 were identified as a major violation. All have cured the reported violations. *Next steps:* Ongoing compliance occurs daily when information is received. Most reports are submitted anonymously. The Housing Department proposes to offer a link that will be available on our website for anyone interested in following up on a reported complaint. This link will detail the complaint received and how that complaint is being investigated/resolved.

- HAP Strategy: 3A
- Comp. Plan Policy: 5.1.a, 5.1.b

<u>Timeline</u>	
Ongoing throughout the year.	
Housing Compliance Time	780 hrs
Housing Manager Time	160 hrs

**Sales & Rentals**

**Town/County Employee Rental Program**

*Goal:* To manage the Town and County’s employee housing rental programs according to each organization’s policy. *Status:* Management of both programs is on-going. *Next steps:* Provide information to potential tenants, collect rents, and facilitate the rental processes.

- HAP Strategy: 3
- Comp. Plan Policy: 5.1.a, 5.1.c

<u>Timeline</u>	
Ongoing throughout the year.	
Housing Sales Time	440 hrs
Housing Manager Time	80 hrs
Housing Director	5 hrs

**Grove Phase 1 Rentals**

*Goal:* To ensure vacancies are kept to a minimum, tenants are qualified under occupancy and income limits, the building is being properly maintained; that it is a safe and enjoyable place for tenants, bills are being paid, and the operations and maintenance budget is at least breaking even. *Status:* The building is currently at zero vacancy, all tenants are qualified, the building is in good repair, bills are being paid, and the budget is in the black. *Next steps:* Annual lease renewals and qualifications for residential tenants. Continue to work with property management company on maintenance, inspections, and tenant issues, bill payment, collection of rent from residential and commercial units, billing of utilities for commercial units, monthly review and evaluation of financials.

- HAP Strategy: 3A
- Comp. Plan Policy: 5.1.a, 5.1.b

<u>Timeline</u>	
Initiate renewal/requal.	2020 Q2
Renew/Requalify	2020 Q3
Management	Ongoing
Housing Sales	200 hrs
Housing Manager	60 hrs
Housing Admin Asst.	10 hrs
Housing Director	5 hrs

**Weighted Drawings: Sales & Rentals**

*Goal:* To provide a streamlined transaction between renters or buyer and seller in a time sensitive manner, to ensure homes are not sold for more than their Maximum Resale Value, to ensure buyers or renters are qualified according to the home’s deed restriction and the Housing Rules and Regulations, and to ensure the homes are maintained over time. *Status:* The Housing Department ran 18 drawings for ownership and rental units in 2019. Ongoing. *Next steps:* Facilitate sales with buyers and sellers as existing owners desire to sell their homes. Facilitate move in and move out of Affordable rentals at The Grove. Work with developers of new units to create marketing plans and sales/drawing plans.

- HAP Strategy: 3
- Comp. Plan Policy: 5.1.a, 5.1.b, 5.1.c

<u>Timeline</u>	
Ongoing throughout the year.	
Housing Sales	500 hrs
Housing Admin Asst.	500 hrs
Housing Manager	145 hrs
Housing Director	5 hrs

**Sales Facilitation**

*Goal:* To provide a streamlined transaction between renters or buyer and seller in a time sensitive manner, to ensure homes are not sold for more than their Maximum Resale Value, to ensure buyers or renters are qualified according to the home’s deed restriction and the Housing Rules and Regulations, and to ensure the homes are maintained over time. *Status:* The Housing Department ran 18 drawings for ownership and rental units in 2019. Ongoing. *Next steps:* Facilitate sales with buyers and sellers as existing owners desire to sell their homes. Facilitate move in and move out of Affordable rentals at The Grove. Work with developers of new units to create marketing plans and sales/drawing plans.

- HAP Strategy: 3
- Comp. Plan Policy: 5.1.a, 5.1.b, 5.1.c

<u>Timeline</u>	
Ongoing throughout the year.	
Housing Sales Time	600 hrs
Housing Manager Time	145 hrs

**Education & Outreach**

**Public Engagement, Presentations, Events**

*Goal:* Continuous outreach and education about Housing Department programs, partnerships, and opportunities. This includes one-on-one meetings, group presentations, and special events. *Status:* This is ongoing throughout the year.

- HAP Strategy: 2F, 4A, 4D
- Comp. Plan Policy: 5.1.a

<u>Timeline</u>	
Ongoing throughout the year.	
Housing Director	160 hrs
Housing Sales Coordinator	12 hrs
Housing Compliance Spec.	12 hrs
Housing Manager	10 hrs
Housing Admin Asst	10 hrs

**Multimedia Awareness Efforts**

*Goal:* Consistent public outreach across diverse mediums that raises awareness around Housing Department programs and projects. Includes quarterly e-newsletters, monthly newspaper ads, social media, homeowner spotlights, and the annual housing report.

*Status:* Ongoing. *Next steps:* Ongoing.

- HAP Strategy: 2F
- Comp. Plan Policy: 5.1.a

<u>Timeline</u>	
Spotlight Development	Ongoing
Housing Director	22 hrs
Housing Manager	10 hrs
Housing Compliance	2 hrs
Housing Sales	4 hrs
Housing Admin	30 hrs

**Management**

**260 West Broadway Management, Sale**

*Goal:* Building and tenant management. *Status:* All spaces are let.

*Next steps:* Sell the property.

- HAP Strategy:
- Comp. Plan Policy:

<u>Timeline</u>	
Management	Ongoing
Housing Manager	45 hrs
Housing Director	5 hrs

**Existing Development Assistance**

*Goal:* To provide a resource for educational assistance to homeowners and HOA boards when needed so that they understand their role, their Covenants, Conditions and Restrictions and the Housing Department’s Role and Restrictions. *Status:* Housing Department staff attends HOA meetings when requested and responds to questions or concerns from owners. *Next steps:*

Continue to attend HOA meetings when requested and assist owners and HOAs in other ways that we can be of service.

- HAP Strategy: 3
- Comp. Plan Policy: 5.3.a, 5.4.c

<u>Timeline</u>	
Ongoing throughout the year.	
Housing Compliance	40 hrs
Housing Manager	40 hrs

**Housing Authority Board Management**

*Goal:* The Housing Authority Board counsels the Housing Manager on management of Housing Authority owned properties, approves or denies Critical Services Provider applications, hears appeals of decisions made by the Housing Manager, and makes recommendations to elected officials concerning Housing Department policies. *Status:* The Board meets monthly and holds special meetings when needed. *Next steps:* Ongoing

- HAP Strategy: 3
- Comp. Plan Policy: 5.1.a

<u>Timeline</u>	
Monthly Meetings	
Housing Manager	100 hrs
Housing Admin Asst.	90 hrs
Housing Director	20 hrs
Housing Compliance	12 hrs
Housing Sales	12 hrs

**Professional Development**

*Goal:* Each member of the Housing Department team will invest in professional development this year including attending state and national conferences, taking Spanish language classes, and increasing competency in software tools. *Status:* Each team member has identified the professional development in which she is interested and requested a budget allocation. *Next steps:* Assuming the budget requests are approved, staff will schedule necessary travel and registrations.

- HAP Strategy: n/a
- Comp. Plan Policy: n/a

<u>Timeline</u>	
Ongoing throughout the year.	
Housing Director Time	20 hrs
Housing Manager Time	20 hrs
Housing Sales Time	12 hrs
Housing Compliance Time	12 hrs
Housing Admin Asst. Time	10 hrs

**Department Management**

*Goal:* Day-to-day management of staff, annual budget and work plan, annual reviews, weekly staff meetings, annual staff retreat, weekly Town Senior Staff meetings, bi-weekly County Department Director meetings, quarterly Elected Official/Department Director meetings, bi-weekly Town Manager meetings, monthly County Administrator meetings, annual retreats for Town Council and County Commission. *Status:* Ongoing. *Next steps:* Ongoing.

- HAP Strategy: 3
- Comp. Plan Policy: Section 5

<u>Timeline</u>	
Ongoing	
Housing Director	450 hrs
Housing Manager	240 hrs
Housing Sales	90 hrs
Housing Compliance Sp.	90 hrs
Housing Admin Asst.	50 hrs

**Department Administration**

*Goal:* Day-to-day administration of department. This includes vouchers, deposits, post office, preparing payroll, digitizing legacy files, budget performance tracking, scanning and uploading records of all transactions, serving walk-ins, answering phones/emails, website updates. *Status:* Ongoing. *Next steps:* Ongoing.

- HAP Strategy: 3
- Comp. Plan Policy: Section 5

<u>Timeline</u>	
Ongoing	
Housing Admin Asst.	1220 hrs
Housing Manager	50 hrs
Housing Director	40 hrs

# 5-Year Work Plan

The 5-Year Work Plan is intended to give the community, elected officials, and staff an idea of what projects are slated for implementation over the next few years. Projects that are beyond FY 20-21 are not yet funded and meant to help set future expectations and priorities.

5-Year Work Plan Summary						
Task	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	
<b>Workforce Housing Supply</b>						
174 N. King Street (Town)						
Grove Phase 3 (County)						
430 & 440 W. Kelly Ave. (Town)						
Jackson & Kelly Apartments (County)						
105 Mercill Ave (County)						
New Capital Partnership with Teton Habitat						
New LIHTC Project						
Accessory Residential Unit Program						
First / Last / Deposit Program						
Restriction Fund						
Employer Roundtable						
Funding for Housing - Strategy, Policy, Implementation						
Land Acquisition & PPP Development						
Supply Plan Annual Update						
Housing Supply Board Management						
<b>Housing Rules &amp; Regulations Clean Up</b>						
Housing Nexus Study						
Housing Rules & Regulations Clean Up						
Restriction Templates & Housing Mitigation Agreement						
New Development Review						
<b>Data Collection &amp; Maintenance</b>						
Weighted Drawing Online Tools						
Data Development & Analysis						
Comprehensive Data Collection & Tracking Integration						
<b>Compliance</b>						
Annual Verification: Affordable & Workforce Rentals						
Annual Verification: Workforce Ownership						
Annual Check-In: Affordable Ownership						
Active Compliance						
<b>Sales &amp; Rentals</b>						
Town/County Employee Rental Program						
Grove Phase 1 Rentals						
Weighted Drawings: Sales & Rentals						
Sales Facilitation						
<b>Education &amp; Outreach</b>						
Public Engagement, Presentations, Events						
Multimedia Awareness Efforts						
<b>Management</b>						
260 W. Broadway Management, Sale						
Existing Development Assistance						
Housing Authority Board Management						
Professional Development						
Department Management						
Department Administration						

## Completed Work Plan

The Workforce Housing Action Plan was adopted in 2015. Below is a list of work completed or that will be complete by the end of FY 19-20.

Completed Work Plan			
Task	Date Complete	HAP Strategy	Comp Plan Policy
Workforce Housing Supply			
Hire Housing Director	July-16	Ch. 1	5.4.a
Housing Supply Plan Adoption	Nov-16, Oct-17, Aug-18, April-19, February-20	Ch.2	5.4.a
Grove Phase 3 - Development Agreement	December-16	2A, 2B	5.1.a, 5.1.b, 5.3.c
Create and Appoint Housing Supply Board	December-16	Ch. 2	5.4.a
Redmond Street Rentals - Development Agreement	February-17	2B	5.1.a, 5.1.b, 5.2.d, 5.3.c
2017 Supply Plan Approved	October-17	Ch. 2	5.4.a
174 N. King Street - RFP Released	November-17	2A, 2B, 2E	5.1.a, 5.1.b, 5.2.d, 5.3.c
174 N. King Street - Choose Partner	March-18	2A, 2B, 2E	5.1.a, 5.1.b, 5.2.d, 5.3.c
Redmond Street Rentals - Certificate of Occupancy (28 units)	August-18	2B	5.1.a, 5.1.b, 5.2.a, 5.2.d
Grove Phase III - Phase 1 Complete (8 units)	October-18	2A, 2B	5.1.a, 5.1.b, 5.3.c
Purchase Land (440 W. Kelly Ave)	January-19	2B, 5B	5.1.a, 5.1.b, 5.2.b, 5.3.c
440 W. Kelly Ave - RFP Released	February-19	2B	5.1.a, 5.1.b, 5.32.b, 5.2.d, 5.3.c
105 Mercill Ave. - Release RFP	March-19	2B	5.1.a, 5.1.b, 5.2.b, 5.3.c, 5.4.b, 5.4.c, 5.4.d
440 W. Kelly Ave - Choose Partner	July-19	2B	5.1.a, 5.1.b, 5.2.b, 5.2.d, 5.3.c, 5.4.b, 5.4.d
105 Mercill Ave. - Choose Partner	September-19	2B	5.1.a, 5.1.b, 5.2.b, 5.3.c, 5.4.b, 5.4.c, 5.4.d
174 N. King Street - Ground Lease	December-19	2B, 2E	5.1.a, 5.1.b, 5.2.b, 5.2.d, 5.3.c, 5.4.b, 5.4.d
Grove Phase III - Phase 2 Complete (8 units)	February-20	2A, 2B	5.1.a, 5.1.b, 5.3.c
105 Mercill Ave. - Ground Lease	March-20	2B, 2E	5.1.a, 5.1.b, 5.2.b, 5.3.c, 5.4.b, 5.4.c, 5.4.d
440 W. Kelly Ave. - Ground Lease	April-20	2B, 2E	5.1.a, 5.1.b, 5.2.b, 5.2.d, 5.3.c, 5.4.b, 5.4.d
Purchase Land (TBD)	April-20	2B	5.1.a, 5.1.b, 5.2.b, 5.3.c
Release RFQ for LIHTC Developer	April-20	2A, 2B, 4C	5.1.a, 5.1.b, 5.2.a, 5.2.b, 5.2.d
Housing Rules & Regulations			
Housing Rules & Regulations Update	June-18	3B	5.1.a, 5.1.b, 5.1.c
Housing Rules & Regulations Annual Clean Up	October-20	3B	5.1.a, 5.1.b, 5.1.c
Data Collection & Maintenance			
Community Customer Service Survey	July-17	2D, 2F	5.1.a
Online Intake Form Launch	February-18	2F, 3C, 4B	5.4.c
TCG Employee Housing Needs Assessment	March-18	2E	5.2.c
ToJ Employee Housing Needs Assessment	March-18	2E	5.2.c

Online Intake Form Report	Dec-18, April-19	3C, 4B	5.4.a, 5.4.c
Release RFQ for Housing Nexus Study	January-20	5C	5.3.a
Award Contract for Housing Nexus Study	March-20	5C	5.3.a
Initiate Housing Nexus Study	April-20	5C	5.3.a
Compliance			
Hire Compliance Specialist	November-16	3A	5.1.a
Initiate Annual Compliance on Workforce and Employee Units	June-17	3A	5.1.a, 5.1.b
Complete Annual Compliance on Workforce and Employee Units	2018, 2019, 2020	3A	5.1.a
Initiate Annual Check-In for Affordable Ownership Units	2019	3A	5.1.a, 5.1.b
Complete Annual Check-In for Affordable Ownership Units	2020	3A	5.1.a, 5.1.b
Education & Outreach			
Housing Stock Portfolio	August-20	2F	5.1.a
Annual Report	2018, 2019, 2020	2F	5.1.a
Intake Form Report	December-18	2F	5.1.a