

Housing Department Work Plan: FY 21-22

Summary	2
Housing Management	
Rules, Regulations, LDRS	3
Housing Management Data Collection & Maintenance	4
Compliance/Enforcement	5
Sales & Rentals	6
Education & Outreach	7
Housing Supply	
Capital Projects – Public-Private Partnerships (PPP)	8
Capital Programs	10
Housing Policy & Long-Range Planning	11
Data Collection & Analysis	12
Housing Supply Outreach & Education	13
Housing Supply Board Management	14
Housing Department Administration	15



Summary

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) and is broken out into three categories of work:

1) Housing Management. This work includes: Rules, Regulations and LDRs review and updates; Data Collection & Maintenance; Compliance/Enforcement; Sales & Rentals; Education and Outreach. Throughout this document a blue label indicates a task falls under Housing Management.

2) Housing Supply. This work includes: Public-Private Partnerships; Deed Restricted Housing Production; Housing Preservation; Outreach & Education. Throughout this document a purple label indicates a task falls under Housing Management.

3) Housing Department Administration. This work includes: Housing Authority Management, Professional Development, Daily Department Operations. Vacation & holiday hours are included here. Throughout this document a teal label indicates a task falls under Housing Management.

Housing Department Work Plan: Staff & Budget Allocation by Work Area

Task	Staff Time	Operating Budget	Capital Budget
Housing Management	56% (6,020 hours)	52% (\$353,056)	0%
Rules, Regulations, LDRs	4% (400 hours)		
Data Collection & Maintenance	1% (110 hours)		
Compliance/Enforcement	18% (1,960 hours)		
Sales & Rentals	29% (3,070 hours)		
Education & Outreach	4% (480 hours)		
Housing Supply	14% (1,520 hours)	21% (\$144,640)	100%
Capital Projects	5% (565 hours)		
Capital Programs	2% (210 hours)		
Housing Policy & Long-Range Planning	2% (200 hours)		
Public Outreach & Engagement	1% (100 hours)		
Data Collection & Analysis	3% (360 hours)		
Housing Supply Board Management	1% (85 hours)		
Housing Department Administration	30% (3,170 hours)	27% (\$185,457)	0%



Rules, Regulations, LDRs

- Housing Rules & Regulations Annual Clean Up
- New Development Review, Livability Standards
- Exceptions, Special Requests

Housing Rules & Regulations Annual Clean Up – Each year the Housing Department staff brings any clean up or other changes to the Housing Authority Board and then to the Council and Board to consider. These changes could be a simple reorganization of information or a policy change.

Housing Authority Board consideration June 2021
Council & Board consideration July 2021
Final Adoption September 2021

New Development Review, Livability Standards – Staff reviews new development applications to ensure the Housing Rules & Regulations are being met. This work includes educating developers about the Livability Standards and Compliance. This work is ongoing throughout the year.

Exceptions, Special Requests – Staff reviews and considers requests for exceptions or special requests related to the Housing Rules & Regulations. These requests could range from an exception to requests for capital improvement credit or requests to rent. This work is ongoing throughout the year.

Total Staff Hours: 400

- Manager: 340
- Director: 45
- Admin: 15

Housing Action Plan Initiatives

- 2D: Provide public technical assistance to developers.
- 3B: Consistent review of new restrictions.

Comprehensive Plan Policies

- 5.1.a: House at least 65% of the workforce locally
- 5.1.b: Focus housing subsidies on full-time, year-round workers
- 5.1.c: Prioritize housing for critical service providers
- 5.4.a: Implement the Workforce Housing Action Plan

New Development Applications Reviewed in 2020: 86

Exceptions, Special Requests Received in 2020: 69



Housing Management Data Collection & Maintenance

- Weighted Drawing Online Tools
- Access Database Integration

Weighted Drawing, Intake Form Online Tools – Staff continues to work with Greenwood Mapping to improve and streamline the online Intake Form and online Weighted Drawing process. This includes better reporting functions, easier upload options, improved Weighted Drawing reporting to increase accuracy and limit potential for human error. This work is ongoing throughout the year.

Access Database Integration – Staff continues to work with Greenwood Mapping to improve integration between the online Intake Form and the Access Database. This work will update database capability and create better reporting functionality, which is a longer-term goal for the department as we upgrade/update existing systems.

Total Staff Hours: 110

- Manager: 80
- Director: 20
- Admin: 10

Housing Action Plan Initiatives

- 2F: Coordinate outreach on housing.
- 3C: Coordinate access to housing opportunities.
- 4B: Monitor need to determine funding strategies.

Comprehensive Plan Policies

- 5.4.a: Implement the Workforce Housing Action Plan
- 5.4.c: Promote cooperative efforts to provide workforce housing.



Compliance/Enforcement

- Annual Verification: Affordable & Workforce Rentals
- Annual Verification: Workforce Ownership
- Annual Check-In: Affordable Ownership
- Active Compliance
- Existing Development Assistance
- Housing Compliance Public Engagement, Presentations

Annual Verification: Affordable & Workforce Rentals – Verify all Affordable and Workforce rental housing units comply with the requirements of their recorded restriction. Total units: 742. This work is ongoing throughout the year.

Annual Verification: Workforce Ownership – Verify that owners of Workforce units are complying with the requirements of their recorded restriction. Total units: 57.

Annual Requalification	Q4 2021
Complete	Q1 2022

Annual Check-In: Affordable Ownership – Owners of Affordable housing units built or purchased after June 4, 2018 receive annual verification requests for employment, occupancy and use of the unit. Total units: 15.

Annual Check-In	Q4 2021
Complete	Q1 2022

Active Compliance – Staff investigates complaints received about homeowners or tenants. This work is ongoing throughout the year.

Existing Development Assistance – Staff assists homeowners and HOA boards when needed so that they can understand their CCRs, deed restrictions, ground leases, and Housing Rules & Regulations. This work is ongoing throughout the year.

Housing Compliance Public Engagement, Presentations – Several times throughout the year the Compliance Specialist presents to businesses and organizations to explain the work she does and how it fits in with the Housing Department programs.

Total Staff Hours: 1960

- Compliance Specialist: 1870
- Manager: 80
- Director: 5
- Admin: 5

Housing Action Plan Initiatives

- 3A: Coordinate consistent enforcement of existing restrictions.

Comprehensive Plan

- Policy 5.4.a: Implement the Workforce Housing Action Plan

Compliance Rates for 2020:

- Affordable Rentals: 100%
- Workforce Rentals: 98%
- Workforce Ownership: 96%
- Affordable Ownership: 99%

Total # of Defaults in 2020: 50

- # Cured: 44
- # in Process: 6
- # Forced to Sell: 0



Sales & Rentals

- Town/County Employee Rental Program
- Grove Phase 1 Rentals
- Weighted Drawings: Sales & Rentals
- Sales Facilitation
- Preservation Program Qualifications
- Housing Programs Public Engagement, Presentations

Town/County Employee Rental Program – Staff manages the drawings, leases, walk-throughs, and ongoing daily management of the County employee rental program. Staff manages walk-throughs, move ins/outs and assists the Town with ongoing daily management of the Town employee rental program. This work is ongoing throughout the year.

Employee Housing Needs Assessment Winter 2021

Grove Phase 1 Rentals – Staff executes annual lease renewals and qualifications for residential tenants. Staff works closely with the property management company on maintenance, inspections, tenant issues, bill payment, etc. Staff performs bi-annual inspections of the units.

Weighted Drawings: Sales & Rentals – When homes are available to lease or purchase, staff runs a two-week Weighted Drawing. This includes email and text message alerts, creating ads on the website and in the newspaper (Workforce only), answering client questions, reviewing Weighted Drawing entries, and generating the Weighted Drawing through the database to submit to the outside firm who performs the drawing. This work happens throughout the year as homes become available.

Sales Facilitation – Staff facilitates sales with buyers and sellers and facilitates the move-out/move-in process for tenants. This work happens throughout the year as homes become available.

Preservation Program Qualifications – Staff reviews
Preservation Program applications to qualify households for the program. This is ongoing as applications are received.

Housing Programs Public Engagement, Presentations –
Several times each year the Sales Coordinator provides presentations to businesses and organizations to explain the Housing Department rental and ownership programs.

Total Staff Hours: 3070

- Sales Coordinator: 1870
- Admin: 715
- Manager: 410
- Director: 75

Housing Action Plan Initiatives

- 2E: Lead by example by housing public employees.
- 3A: Coordinate consistent enforcement of existing restrictions.

Comprehensive Plan

- Policy 5.1.a: House at least 65% of the workforce locally
- Principle 5.4: Use a balanced set of tools to meet our housing goals.

In 2020:

- 15 Ownership Weighted Drawings
- 14 Grove I Rentals Renewed
- 6 Rental Weighted Drawings
- 14 County Employee Leases

Households who moved into homes in Housing Department programs in 2020:

Cristina Briones, Jennifer & Daniel Theobold, Elizabeth Sarychev & Amon Barker, Margarita Lopez, Mark Binstadt, Janet Garcia & Crisoforo Sosa, Tianna Stanton-Nadeau & Joseph Nadeau, Patricia Robertson, Kristen Heikkila & Angel Ramos, Misty & Anders Ackerly, Sonia Diaz, Naeomi Rubio & Michael Joest, Athena Suniga, Carin Cusick & William Taggart, Lizbeth Garcia & Alexander Charintsev, Jack Delay, Lara and Philip Montgomery.



Education & Outreach

- Homeowner Spotlights
- Quarterly E-Newsletters
- Annual Housing Report
- Spanish Language Outreach & Coordination

Homeowner Spotlights – Staff works with homeowners and tenants to coordinate the creation of homeowner spotlights. These include photos and a testimonial about how the program has affected the household's life/lives. This work is ongoing throughout the year.

Quarterly E-Newsletters – Quarterly e-newsletters are released highlighting department programs and projects.

Annual Housing Report – Annually, the department releases an annual report highlighting the work the department has accomplished in the past 12 months.

Annual Report Released

Yearly in March

Spanish Language Outreach & Coordination – Bilingual staff provides Spanish language assistance to clients and community members daily. Staff is implementing Spanish language outreach that includes translation of all documents, Spanish language events, and collaboration with community partners (One22 Resource Center, Voices JH, TC Library) to better engage non-native English speaking community members. This work is ongoing throughout the year.

Total Staff Hours: 480

- Admin: 410
- Director: 60
- Manager: 10

Housing Action Plan Initiatives

- 2F: Coordinate outreach on housing.

Comprehensive Plan

- Policy 5.4.a: Implement the Workforce Housing Action Plan
- Strategy 5.1.S.2: Seek opportunities to improve the public perception of workforce housing through education about the value of workforce housing.

In 2020:

- Hired bilingual staff
- Translated Online Intake Form to Spanish
- Continued Spanish language text message alerts and email notices
- Collaborated with Voices JH mobilizers to encourage non-native English-speaking households to sign up on the Intake Form



Capital Projects – Public-Private Partnerships (PPP)

- 174 N. King Street Partnership with Jackson Hole Community Housing Trust
- 430 & 440 W. Kelly Avenue Partnership with Roller Development and Studio Tack
- Red House Apartments Partnership with Cumming Foundation
- 105 Mercill Avenue Partnership with Mercill Partners
- 445 E. Kelly Avenue Partnership with Habitat for Humanity
- Request for Proposals for New Partnership Project at 400 W. Snow King Avenue
- Request for Proposals for New Partnership Project
- Land Acquisition and PPP Development

Capital Projects – For all capital projects, staff develops RFPs/RFQs, leads community outreach, and works with planning staff through the development process.

174 N. King Street Partnership with Jackson Hole Community Housing Trust

Total Units	24 Ownership
Affordability	JHCHT Restrictions
Anticipated Completion	September 2021
Town Capital Contribution	\$1,250,000
Town Land Contribution*	\$3,360,000
Town Parking Contribution	\$300,000

*Appraised value of land

430 & 440 W. Kelly Avenue Partnership with Roller Development and Studio Tack

Total Units	12 Ownership
Affordability	Workforce
Groundbreaking	April 2021
Anticipated Completion	September 2022
Town Capital Contribution*	\$1,703,416.03

*Land purchased in 2019

Red House Apartments Partnership with Cumming Foundation

Total Units	60 Rentals
Affordability	75% Affordable, 25% Workforce
Groundbreaking	April 2022
Anticipated Completion	September 2023
County Capital Contribution*	\$2,200,000

*Land purchased in 2015

Total Staff Hours: 565

- Director: 535
- Manager: 30

Housing Action Plan Initiatives

- 2A: Prioritize lower-income, year-round housing.
- 2B: Provide land as a public subsidy and build development partnerships.
- 2D: Provide public technical assistance to developers.
- 2E: Lead by example by housing public employees.
- 4B: Monitor need to determine funding strategies.
- 4C: Seek and support grants, tax credits, loans, and other sources of funding.
- 5B: Incentivize the supply of restricted housing.

Comprehensive Plan

- Principle 5.1: Maintain a diverse population by providing workforce housing.
- Principle 5.2: Strategically locate a variety of housing types.
- Principle 5.3: Reduce the shortage of housing that is affordable to the workforce.
- Principle 5.4: Use a balanced set of tools to meet our housing goals.



105 Mercill Avenue Partnership with Mercill Partners

Total Units	30 Ownership
Affordability	Workforce
Groundbreaking	March 2021
Anticipated Completion	December 2022
County Land Contribution*	\$2,100,000

*Estimated value

445 E. Kelly Avenue Partnership with Habitat for Humanity

Total Units	18 Ownership
Affordability	Affordable
Groundbreaking	Fall 2021
Anticipated Completion	Phase I – 2023
County Land Contribution	\$2,255,383.49
County Infrastructure Contribution*	\$1,500,000

*Estimate

400 W. Snow King Request for Proposals – Staff will release an RFP for rental housing development at 400 W. Snow King Avenue.

Request for Proposals for New Partnership Project – Staff will release at least one RFP for a new partnership project to build deed restricted housing.

Land Acquisition and PPP Development – Staff continues to evaluate possible land acquisitions and public-private partnerships with local developers, organizations, and employers.

PPP units complete in 2021:

- Grove III – PPP with Teton Habitat
 - 8 Affordable Ownership Units
 - 24 Total Units
- 174 N. King Street: King Street Condos – PPP with JHCHT
 - 24 Ownership Units

Total PPP Units, 2016-present:

- In Development: 74
- In Pre-Development/Planning: 78
- Complete: 44

2017 – 2020:

- RFP/RFQs released: 5
- RFP/RFQs awarded: 5
- Properties purchased for PPP Development: 2
- Anticipated 2021 RFP/RFQs: 2
- Anticipated property purchase: 1

Total New Deed Restricted Units:

- 2016 – 34 units
- 2017 – 12 units
- 2018 – 81 units
- 2019 – 62 units
- 2020 – 83 units
- Anticipated 2021: 118 units + 8 dorms



Capital Programs

Capital Programs

- Accessory Residential Unit Pilot Program
- First / Last / Deposit Pilot Program
- Family Stabilization Pilot Program
- Preservation Program

Accessory Residential Unit Program – This program will include a design competition for ARUs on typical Town lots. The winning design(s) will be offered to Town residents seeking to add an ARU to their property. ARUs in Town must be rented to either a family member or a member of the local workforce.

Design Competition Awards Fall / Winter 2021
Early 2022

Family Stabilization Pilot – This program is a collaborative effort with community stakeholders to provide affordable rental housing to unhoused families with school-aged children.

Program Development May – July 2021
Program Implementation August 2021

First / Last / Deposit Pilot – This program is a collaborative effort with community stakeholders to provide first, last, deposit assistance to members of the local workforce.

Program Development May – July 2021
Program Implementation August 2021

Preservation Program – Staff will track and report outcomes from the Preservation Program Pilot launched in February 2021. Staff will also work to educate the public and real estate professionals about the program and will bring any upgrades or changes to the program to the Board and Council for consideration.

Pilot Program Report July 2021

Total Staff Hours: 210

- Director: 200
- Manager: 10

Housing Action Plan Initiatives

- 2A: Prioritize lower-income, year-round housing.
- 2B: Provide land as a public subsidy and build development partnerships.
- 2C: Preserve existing workforce housing stock.
- 2D: Provide technical assistance to developers.
- 4C: Seek and support grants, tax credits, loans, and other sources of funding.
- 5A: Allow for supply of workforce housing by removing barriers.
- 5B: Incentivize the supply of restricted housing.

Comprehensive Plan

- Principle 5.1: Maintain a diverse population by providing workforce housing.
- Principle 5.2: Strategically locate a variety of housing types.
- Principle 5.3: Reduce the shortage of housing that is affordable to the workforce.
- Principle 5.4: Use a balanced set of tools to meet our housing goals.

Preservation Program Pilot

- 1 restriction purchased
- 1 home under contract
- 13 households prequalified



Housing Policy & Long-Range Planning

- Subarea 5.6 Northern South Park Neighborhood Plan
- Funding for Housing – Strategy, Policy, Implementation, Grant Writing
- Housing Supply Plan Annual Update

Subarea 5.6 Northern South Park Neighborhood Plan – Staff will participate as necessary in the process to plan a new neighborhood in the Northern South Park Subarea. This project is being led by the County Planning Department.

Project Timeframe January – August 2021

Funding for Housing – Staff continues to seek funding sources for housing through creative partnerships, grants, loans, etc. This work is ongoing throughout the year.

Housing Supply Plan Annual Update – Annually the Housing Supply Plan is updated to provide policy makers and the community with a five-year vision for housing supply.

Plan Development February – April 2022
Plan Approval May 2022

Total Staff Hours: 200

- Director: 200

Housing Action Plan Initiatives

- 2A: Prioritize lower-income, year-round housing.
- 2D: Provide technical assistance to developers.
- 4C: Seek and support grants, tax credits, loans, and other sources of funding.
- 5A: Allow for supply of workforce housing by removing barriers.
- 5B: Incentivize the supply of restricted housing.

Comprehensive Plan

- Principle 5.1: Maintain a diverse population by providing workforce housing.
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Data Collection & Analysis

- Rental Data Collection & Analysis
- Intake Form Data Collection & Analysis
- Housing Nexus Study & Regional Housing Needs Assessment

Rental Data Collection & Analysis – Quarterly, staff collects rental data from the larger apartment complexes and tracks the trends over time. Additionally, annually staff collects reports from the newer apartments (built under 2018 LDRs) and provides an annual update mid-year.

Rental Data Collection & Analysis Quarterly

Intake Form Data Collection & Analysis – Quarterly, staff reviews the Intake Form data and reports this information publicly. Annually, as part of the Housing Supply Plan, staff aggregates and analyzes the Intake Form data and uses this information to inform future housing projects and programs.

Intake Form Data Collection & Analysis Quarterly

Housing Nexus Study & Regional Housing Needs Assessment

- These studies will provide 1) the legal nexus for the housing mitigation program and 2) a look ahead at what the demand for workforce housing will be over the next decade. Staff will work closely with the consultant team to refine the Scope of Work, implement public outreach and surveys, and coordinate with our regional partners. The studies should be complete Q1 2022.

Total Staff Hours: 360

- Director: 300
- Admin: 60

Housing Action Plan Initiatives

- 3A: Coordinate consistent enforcement of existing restrictions.
- 3D: Ensure adequate standards of housing.
- 4B: Monitor need to determine funding strategies.
- 5C: Require mitigation of employees generated by growth that cannot afford housing.

Comprehensive Plan

- Principle 5.4: Use a balanced set of tools to meet our housing goals.

Intake Form Data as of March 2021:

- 1,082 Total households looking for housing (2,262 people)
- Most households (59%) earn less than \$89,000 per year
- 71% of all households are one or two people

Market Rentals:

- Town of Jackson vacancy rate at 0%
- Teton County (WY) rates increased 8% from Q4 2019
- Average 2-bedroom apartment costs \$2,472/month
- In 2020, Northern Lincoln County rental rates increased 19%, Teton County (ID) rental rates increased 60%.



Housing Supply Outreach & Education

This includes outreach to potential partner organizations, real estate professionals, nonprofit collaborators, employers, civic organizations, employees, and landowners about the Housing Supply Program. This work is ongoing throughout the year.

Total Staff Hours: 100

- Director: 100

Housing Action Plan Initiatives

- 2D: Provide public technical assistance for developers.
- 2F: Coordinate outreach on housing.

Comprehensive Plan

- Principle 5.4: Use a balanced set of tools to meet our housing goals.



Housing Supply Board Management

This Housing Supply Board meets monthly to review project and programs related to housing supply. Staff provides meeting packets and information to this board and participates on all board sub-committees. This work is ongoing throughout the year.

Total Staff Hours: 80

- Director: 80

Housing Action Plan

- Chapter 2: Housing Supply

Comprehensive Plan

- Principle 5.4: Use a balanced set of tools to meet our housing goals.

Housing Supply Board Members:

- Fred Arbuckle
- Laura Bonich
- Dennis Callaghan
- Jeff Collins
- Matt Faupel
- Carrie Kruse
- Clare Stumpf

Housing Supply Board Meets the second Tuesday of each month at 4:00 PM.



Housing Department Administration

- 260 W. Broadway Management (JTCHA)
- Melody Ranch Townhome Loan Program Management
- Housing Authority Board Management (JTCHA)
- Professional Development
- Department Management
- Department Administration
- Vacation + Holidays

260 W. Broadway Management (JTCHA) – Staff conducts building and tenant management for this property. This work is ongoing throughout the year.

Melody Ranch Townhome Loan Program Management – Staff is managing all loans for the Melody Ranch Townhome roof repair project. All loans are due for repayment by 2024.

Housing Authority Board Management (JTCHA) – The Jackson/Teton County Housing Authority Board advises the Housing Manager on management of the Housing Authority owned properties, approves or denies Critical Services Provider applications, hears appeals of decisions made by the Housing Manager, and makes recommendations to the Board and Council concerning Housing Department policies (Rules and Regulations). They also review and approve or deny Preservation Program applications. Staff manages the board including staffing monthly meetings and special meetings when necessary. This work is ongoing throughout the year.

Total Staff Hours: 3170

- Manager: 1155
- Admin: 860
- Director: 735
- Sales Coordinator: 210
- Compliance Specialist: 210

Housing Action Plan Initiatives

- 2C: Preserve existing workforce housing stock to avoid leakage.
- Chapter 3: Housing Management Plan
- 4C: Seek and support grants, tax credits, loans, and other sources of funding.

Comprehensive Plan

- Principle 5.4: Use a balanced set of tools to meet our housing goals.



Professional Development – Each staff member has identified the professional development in which s/he is interested and will participate, as necessary.

Department Management – This includes 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 meetings with the Town Manager, monthly meetings with the County Administrator, and annual retreats for the Council and Board.

Department Administration – This includes day-to-day administration of the department, including 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, and website updates.

Vacation + Holidays – These hours represent 10 paid holidays (80 hours) + two or three weeks paid vacation, depending on the employee's tenure with the County.

Did You Know: JTCHA

- Is a three-person board with one seat appointed by the Council, one seat by the Board, and one seat by the other two members.
- Owns Grove Phase I: 20 rental units + 3 commercial units.
- Owns 260 W. Broadway: 3 commercial units.
- Owns the land on which Millward Redevelopment, 5-2-5 Hall, Mountain View Meadows, Wilson Meadows, and Wilson Park exist.
- Is an equity owner of Redmond Street Rentals, a partnership with the Town of Jackson and Jackson Hole Community Housing Trust.

Housing Authority Board Members:

- Annie Kent Doppert
- Justin Henry
- Estella Torres

The Housing Authority Board meets the first Wednesday of each month at 2 PM.

