

Housing Department Work Plan: FY 24

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Introduction

The Jackson/Teton County Housing Department was created in 2016 as part of the adoption of the [Workforce Housing Action Plan](#). Its mission is to create healthy housing solutions so that our workforce can live, spend, and volunteer locally, maintaining the community character we all cherish. The department achieves this through partnerships to create new Affordable and Workforce homes, preservation of existing homes for the workforce, and management of the over 1,000 units in the Affordable and Workforce housing programs.

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 \(2020\)](#) and is broken out into five categories of work. The annual [Housing Supply Plan](#) is a separate, but related document produced by the Housing Department, that focuses on the Housing Supply tasks noted in this work plan.

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

2) Housing Supply. This work includes Public-Private Partnerships; Deed Restricted Housing Production; Housing Preservation; LDR review; New Development Review; and Outreach & Education. Throughout this document a purple label indicates a task falls under Housing Supply.

3) Communications & Education. This work includes all public presentations, newsletters, social media, and Spanish language outreach events. Throughout this document a green label indicates a task that falls under Communications.

4) Data Collection & Analysis. This work includes the annual Housing Supply Plan, quarterly compliance reporting, rental reporting, and a new database RFP, onboarding, and training. Throughout this document a red label indicates a task that falls under Data Collection & Analysis.

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

Highlights from this year's work plan include:

- Housing Database: RFP, Implementation
- Four Public-Private Partnerships: 135 homes
- Land Acquisition & new Public-Private Partnership development
- Continued focus on inclusive engagement and programming
- Two new capital programs: Small Business Roundtable and Senior Housing & Assisted Living
- Continued cross-sector collaboration with housing, planning, and transportation
- Additional FTE request for Compliance Supervisor

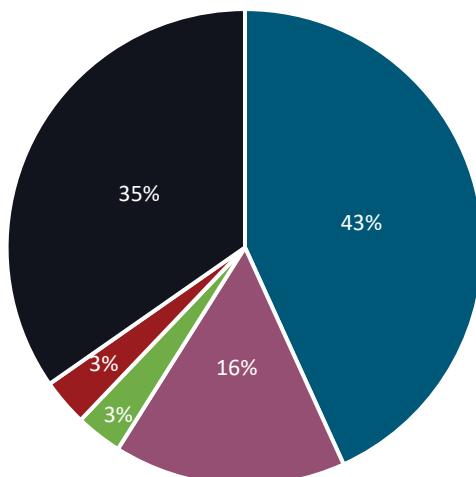


Housing Department Work Plan: Staff & Budget Allocation by Work Area

Task	Staff Time	Operating Budget*	Capital Budget
Housing Management	6,399 hours	\$440,794	\$0
Housing Supply	2,332 hours	\$268,912	\$14,946,300
Communications	468 hours	\$64,963	\$0
Data Collection & Analysis	472 hours	\$53,779	\$0
Housing Department Administration	5,139 hours	\$361,316	\$0

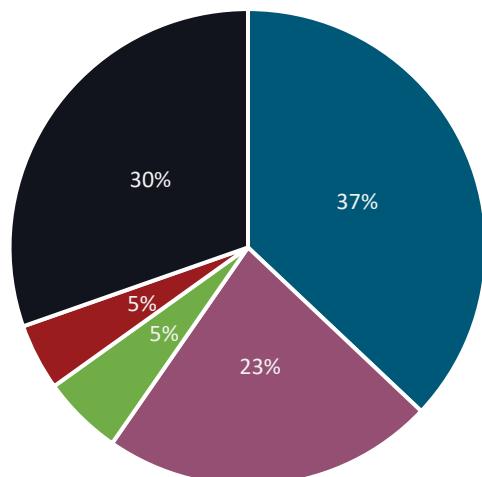
*Based on requested budget and includes additional FTE (Compliance Supervisor)

Staff Time by Task Area



- Housing Management
- Housing Supply
- Communications
- Data Collection & Analysis
- Housing Dept. Administration

Operating Budget by Task Area



- Housing Management
- Housing Supply
- Communications
- Data Collection & Analysis
- Housing Dept. Administration



Rules & Regulations, Restriction Templates

Total Staff Hours:
24 hours

Housing Action Plan Initiative 3B

Comprehensive Plan Policy 5.1.a & 5.4.a

Link to Housing Rules & Regulations

- Housing Rules & Regulations Clean Up
- Special Restrictions Template Clean Up

Housing Rules & Regulations Clean Up

The Housing Rules and Regulations are reviewed regularly by staff who track needed and requested policy changes and minor revisions. As necessary, and no more often than annually, staff will bring recommended changes to the rules to the Housing Authority Board for consideration. These recommendations are then taken to the Town Council and Board of County Commissioners for consideration.

The Rules went through a multi-month, multi-meeting review process in FY 2023. Therefore, staff does not anticipate bringing the Rules & Regulations to the Housing Authority Board, Town Council, or Board of County Commissioners in FY 2024.

Special Restriction Template Clean Up

Housing Staff regularly works with Legal to update the Special Restriction Templates that are recorded on all new restricted housing units as well as ownership units as they sell. These updates typically occur concurrently with updates to the Housing Rules & Regulations.

The Templates were updated in FY 2023. Therefore, staff does not anticipate bringing the Templates to the Housing Authority Board, Town Council, or Board of County Commissioners in FY 2024.

Compliance/Enforcement

Total Staff Hours:
2,675

Housing Action Plan Initiative 3A

Comprehensive Plan Policy 5.4.a

In 2022:
1 Forced Sale

- Annual Verification: Affordable & Workforce Rentals
- Annual Verification: Workforce Ownership
- Annual Check-In: Affordable Ownership
- Active Compliance
- Existing Development Assistance
- Exceptions, Special Requests
- New Development Onboarding



Annual Verification – Affordable & Workforce Rentals: Ongoing throughout the year

Staff verifies all Affordable and Workforce rental housing units annually to ensure compliance with the requirements of the deed restriction recorded on the unit. Total for FY 24: 543 units + 257 dorms.

Annual Verification – Workforce Ownership: Annually, October – December

Owners of Workforce Ownership Housing have the obligation to continue to qualify during the time they own their home until retirement age. Staff requests verification documentation annually and verifies the owners qualify. Total units for FY 24: 100 homes.

Annual Check-In – Affordable Ownership: Annually, October – December

Owners of Affordable housing units purchased after June 4, 2018 are required to continue to meet the employment, occupancy, insurance, and ownership of residential real estate requirements during the time they own their home. Staff requests verification documentation annually and verifies the owners meet the Annual Check-in requirements. Total units for FY 24: 40.

Active Compliance: Ongoing, typically complaint-driven

When necessary, staff investigates complaints received about homeowners or tenants, follows up and works with owners/tenants and the public to resolve issues. Total units for 2023: 989 + 257 dorms.

Existing Development Assistance: Ongoing as requested by existing developments

Staff leads meetings with property managers and owners of new restricted units to ensure they understand their restriction and the compliance process. Staff assists homeowners and HOA boards to help them understand their CCRs, deed restrictions, ground leases, and Housing Rules & Regulations. This includes attending HOA meetings, helping with CCR amendments, and assisting in resolving issues.

Exceptions, Special Requests: Ongoing as requests are received

Staff reviews and responds to requests from owners, and applicants to make exceptions to Housing Department Rules and Regulations. This includes requests for leave of absence, permission to rent, Reasonable Accommodation, Capital Improvements, Qualified Mortgages, Transfers of Title, Appeals, and exceptions when a unique situation exists.

New Development Onboarding: Ongoing as new developments are finished

Compliance staff meet with property managers for new, deed restricted units to review the annual compliance process and requirements.

Sales & Rentals

Total Staff
Hours:
3,344

Housing Action
Plan Initiative 2E
& 3A

Comprehensive
Plan Policy 5.1.a
& 5.4

In 2022:
12 Weighted Drawings
19 Grove Renewals
30 County Employee Leases
41 Town Employee Leases

- Town Employee Rental Program
- County Employee Rental Program
- Grove Phase 1 Rentals
- Jackson Street Apartments Rentals



- Weighted Drawings: Sales & Rentals
- Sales Facilitation
- Housing Preservation Program Qualifications

Town Employee Rental Program: Ongoing throughout the year

Staff manages walk-throughs, move ins/outs, final inspections, and assists the Town with ongoing daily management of the Town employee rental program. For FY 24, we anticipate 40 new leases.

County Employee Rental Program: Ongoing throughout the year

Staff works with Administration to update program policies. Staff manages drawings to identify tenants, executes leases, conducts walk-throughs, and provides daily management of the County employee rental program. For FY 24, we anticipate 30 new leases.

Grove Phase 1 Rentals: Annually, May – August

Staff executes annual lease renewals and qualification verification for 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.

Jackson Street Apartments Rentals: October – February

Phase 1 consists of 38 new Affordable and Workforce rental units that will be completed this fiscal year. An additional 19 will be completed next fiscal year. Staff will advertise and perform Weighted Drawings for all the units. When the Weighted Drawing is completed, staff will work with property management to complete the lease of the units and move-in of the tenants. Staff anticipates a high volume of applicants as these units will be the first Affordable rental units available by Weighted Drawing since Phase 1 of The Grove in 2015.

Weighted Drawings – Sales & Rentals: Ongoing throughout the year

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. For FY 2024, staff anticipates 19 Weighted Drawings. This includes 4 drawings for 38 units at Jackson Street Apartments.

Sales Facilitation: Ongoing throughout the year

Staff facilitates sales with buyers and sellers. This includes meetings with buyers and sellers to educate them about the process; qualifying buyers; executing Facilitation Agreements for both buyers and sellers; executing the Purchase and Sale agreement; conducting inspections; aiding title companies, appraisers, and lenders; and coordinating the final walk-through and closing. This work happens throughout the year as homes become available. For FY 2024, staff anticipates facilitating 20 sales. This includes weighted drawing sales and sales of Attainable Program homes (legacy program).

Housing Preservation Program Qualifications: Ongoing throughout the year

Staff reviews Preservation Program applications to qualify households for the program and provides a Qualification Letter to the applicant. This is ongoing as applications are received. For FY 2024, staff anticipates 5 applicants.



Buyer Qualifications (non-Weighted Drawings): Ongoing throughout the year

These qualifications are for Workforce units that are being sold at initial sale (and therefore not going through the Weighted Drawing process). This also includes households buying an Attainable home that did not go through a Weighted Drawing. Staff reviews applications and qualifies the households. This is ongoing as applications are received. For FY 2024, staff anticipates 15 applications.

The most popular drawing in 2022 was for a two-bedroom Workforce home. 126 households applied. The household chosen via drawing had 13 entries and includes two CSPs.

The least popular drawing in 2022 was for a five-bedroom Workforce home. This home was unique in that the owners were allowed to set the sales price (no appreciation cap). This is the only home like this in our portfolio. The initial price of \$1,975,000 attracted zero entries into the Weighted Drawing. The sellers were then allowed to negotiate with interested households on a first-come, first-served basis. The home eventually sold for less than asking price (the buyers have requested we withhold the sales price).

Households who purchased homes in Housing Department programs in 2021:

Joe Gagnon and Cheryl Katz, Brian Bultema and Sandra Guido Fernandez, Gail Wells, Ariel and Gabriel Koerber, Jennifer Reddy and Brenden Cronin, Marcus Olson, Janet Romero and David Morillion Torija, John Kyle Kissock, Bronwen Fitzsimons and Charles Greenwald, Allison Kalenak, Lindsay and Steffan Larson.

Jackson / Teton County Housing Authority Management

Total Staff
Hours:
357

Housing Action
Plan Chapter 3

Comprehensive
Plan Policy 5.4

Housing Authority Board
Members:
Annie Kent Droppert
Justin Henry
Estela Torres

- Housing Authority Property Management
- Housing Authority Board Management

Housing Authority Property Management: Ongoing throughout the year

Staff performs property management on Housing Authority owned properties, including assisting HOAs with property issues and invoicing for and collecting ground lease payments. The neighborhoods include Wilson Park, Wilson Meadows, Millward, and 5-2-5 Hall ground lease properties. Staff also manages The Grove Phase I and 260 West Broadway, including working closely with the property management company on maintenance and tenant issues.

Housing Authority Board Management: Monthly Regular Meetings + Special Meetings as needed

Staff is the support for the Housing Authority Board. This includes facilitating monthly board meetings, keeping minutes, preparing and sending out board packets and staff reports, managing accounts payable and receivable, preparing the annual budget, and reconciling the budget each month. In addition, staff works with Housing Authority accountants to manage Housing Authority Bank accounts and financials on a continual basis. This work is ongoing throughout the year.



Public-Private Partnership Developments

Total Staff
Hours:
1,320

Housing Action
Plan Initiative
2A, 2B, 2D, 2E,
4B, 4C, 5B

Comprehensive
Plan Policy 5.1,
5.2, 5.3, 5.4

9 Partnership
Developments
since 2016,
253 Homes

- Developments that are Under Construction
- Developments that are in Pre-Construction
- Potential Developments, Opportunities

Developments that are Under Construction

- Parkside at Benson & Brown Station.
 - Partnership with Habitat for Humanity
 - 18 Townhomes – Ownership
 - Affordable <80% MFI
 - Link to webpage with more information
- Jackson Street Apartments
 - Partnership with the Cumming Foundation & Community Foundation of Jackson Hole
 - 57 Apartments – Rental
 - 12 Affordable <50% MFI, 28 Affordable 50-80% MFI, 8 Affordable 80-120%, 9 Workforce
 - Link to webpage with more information

Breaking Ground in 2023

- S4 Flats
 - Partnership with
 - 12 Condominiums – Ownership
 - 8 Affordable 80-120% MFI
 - 4 Workforce Rental
 - Link to webpage with more information
- Flat Creek Apartments
 - Partnership with BlueLine Development & Flat Creek Partners
 - 48 Apartments – Rental
 - Affordable <60% MFI
 - Link to webpage with more information

Potential Development, Opportunities

Regularly, staff perform due diligence on potential partnership opportunities. This includes land acquisition, strategic partnerships, and Requests for Proposals. Once a site is acquired or otherwise identified for future housing development, Housing staff work with elected officials to create a development plan or criteria.

[Read more about Public-Private Partnership Developments in the Housing Supply Plan.](#)



Capital Programs

Total Staff Hours: 132	Housing Action Plan Initiative 2A, 2B, 2C, 2D, 4C, 5A, 5B	Comprehensive Plan Policy 5.1, 5.2, 5.3, 5.4	1 Existing Program, 1 Program in Development, 2 New Programs
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- Housing Preservation Program
- Accessory Residential Unit Program
- Senior Housing & Assisted Living Program
- Employer Housing Partnership Pilot Program

Existing Program: Housing Preservation Program Workforce Ownership, Workforce Rental

Permanent protection of existing housing stock for the local workforce through down payment assistance to new homebuyers, deed restriction purchase from existing homeowners, or funding to employers or other entities purchasing Workforce Rental units.

In Development: Accessory Residential Unit Program Workforce Rental

Accessory Residential Units (ARUs) provide an opportunity to create workforce housing in the Town of Jackson with limited public investment. However, the complexity of the planning and building application process and costs to construct the units are impediments to ARU production. This program facilitates private production of ARUs by providing technical assistance that includes a comprehensive guide providing information about the planning and building process, contact information for companies creating modular or pre-fabricated ARUs that meet local and international building code requirements, landlord resources, and clear explanation of the rules around renting an ARU.

Future Potential Capital Programs for FY 23/24

Senior Housing & Assisted Living Program TBD Unit Types

This program will focus on providing, through partnership, homes for disabled community members seeking stable, safe housing. The Town Council directed staff to add this program to the Housing Department Work Plan at their December 19, 2022 workshop.

Employer Housing Partnership Pilot Program Affordable and Workforce Rentals

This program will focus on creating opportunities for private sector partnerships to create employer-owned employee housing.

[Read more about Capital Programs in the Housing Supply Plan.](#)



Housing Policy & Long-Range Planning

Total Staff
Hours:
772

Housing Action
Plan Initiative
2A, 2D, 4C, 5A,
5B

Comprehensive
Plan Policy 5.1,
5.2, 5.3

1 Existing
Program, 1
Program in
Development, 2
New Programs

- Funding for Housing – Strategy, Policy, Implementation, Grant Writing
- New Development Review, Livability Standards
- LDR Review and Policy Recommendations
- Northern South Park
- Housing Mitigation Policy
- Mobility Hub Improvements for Housing
- Community Housing Supply Coordination

Funding for Housing: Ongoing throughout the year

Staff continue to seek funding sources for housing through creative partnerships, grants, loans, etc.

New Development Review, Livability Standards: Ongoing throughout the year

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. For FY 24 anticipate 80 development reviews.

LDR Review and Policy Recommendations: Ongoing throughout the year

Housing staff frequently collaborate with Planning staff on long-range policy items that affect current and future affordable workforce housing. These include stable and transitional neighborhoods in the Town and revisions to County zoning.

Northern South Park: July - September

As needed, Housing staff will continue providing support to Planning staff as they prepare the implementation tool for the Northern South Park Neighborhood Plan. This task is underway and anticipated to be complete by September 2023 depending on the public hearing process.

Workforce Housing Mitigation LDRs: July – December

The Town and County are working to revisit the current structure, rates and exemptions for workforce housing mitigation required by the LDRs. This work is being led by the Long-Range Planning team with support from Housing staff. The task is underway and anticipated to be complete by December 2023.

Mobility Hub Improvements for Housing: Ongoing throughout the year

Cross-sector collaboration focused on increased mobility options for Affordable and Workforce households.

Community Housing Supply Coordination: Ongoing throughout the year

This collective resourcing process will be informed by the Regional Housing Needs Assessment and Housing Nexus Study work and will include a series of facilitated meetings with community stakeholders to write an initial Community Housing Strategy. Housing staff will be involved as participants.



Housing Supply Board Management

Total Staff
Hours:
108

Housing Action
Plan Chapter 2

Comprehensive
Plan Policy 5.4

Members are
appointed by the
County
Commission &
Town Council

Housing Supply Board Members

- Laura Bonich, Chair
- Kari Cooper
- Matt Faupel, Clerk
- Carrie Kruse, Vice-Chair
- Matt Lusins
- Clare Stumpf
- Larry Thal

Regular Meetings: Monthly, Second Wednesday from 3 to 5pm

The Housing Supply Board meets each month to review potential partnership developments and programs related to housing supply. Meetings are in person at 320 S. King Street and online via zoom.

Communications

Total Staff
Hours:
468

Housing Action
Plan Initiative 2F

Comprehensive
Plan Policy 5.4.a.
and Strategy
5.1.S.2.

In 2022: 21 housing
presentations, 2
Spanish language
outreach events

- Housing Programs Public Engagement, Presentations
- Housing Compliance Public Engagement, Presentations
- Website Content
- Social Media, Radio, Newsletters, Newspaper
- Spanish Language Outreach & Coordination
- Housing Dashboard

Housing Programs Public Engagement, Presentations: Ongoing throughout the year

Staff prepare and provides presentations to the public when requested. The presentations are educational about Housing Department programs, the application process, available housing, and the supply program. Staff anticipates 24 presentations in FY 2024.

Housing Compliance Public Engagement, Presentations: Ongoing throughout the year

Staff add a compliance component to the Housing Programs Presentations (see below) when requested to educate the public on the compliance process. Staff anticipates XX presentations in FY 2024.



Website Content: Ongoing throughout the year
Includes regular content maintenance for the website.

Social Media, Radio, Newsletters, Newspaper: Ongoing throughout the year
The Housing Department will regularly communicate with the community via monthly e-newsletters, social media platforms, radio advertising and outreach, and newspaper advertising and outreach. This work is ongoing throughout the year.

Spanish Language Outreach & Coordination: Ongoing throughout the year + quarterly events
The Housing Department holds quarterly in-person focus groups in Spanish to inform, receive feedback and evolve housing programs and services. Coordination with VoicesJH provides monthly informational texts on housing news to established Spanish-speaking local network. Staff also prepares and delivers presentations to the public in Spanish, and translates the website, newsletters, and other print collateral into Spanish.

Housing Dashboard: Development July – February, then ongoing throughout the year
New in 2023, staff will create a housing dashboard that will show a variety of data points and visualizations relevant to current housing programs, developments, and policies.

Data Collection & Analysis

Total Staff Hours: 272	Housing Action Plan Initiative 2A, 2B, 2C, 2D, 4C, 5A, 5B	Comprehensive Plan Policy 5.1, 5.2, 5.3, 5.4	New Database Software Requested in FY 24 Budget
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- Rental Data Collection & Analysis
- Housing Supply Plan Annual Update
- Compliance Quarterly Data Collection & Analysis
- Intake Form Data Collection & Analysis
- Annual and Bi-annual Program Data
- New Database Software – RFP, Onboarding, Training

Rental Data Collection & Analysis: Annually, May & November

Staff collect housing data from a variety of housing studies including local, regional, and national data sources. Using this data, staff identifies trends, gaps in local resources, and other pertinent information.

[Link to Rental Reports.](#)

Housing Supply Plan Annual Update: Annually, January – April

Annually the Housing Supply Plan is updated to provide policy makers and the community with a five-year vision for housing supply. Hours also include Spanish translation of document and presentation.

Compliance Data Collection & Analysis: Quarterly, August, November, February, and May



New for FY 2024, staff will collect compliance data based on internal information quarterly to assist in analyzing successes and areas of improvement. Data is also provided to the community and elected officials to inform future policy decisions.

Intake Form Data Collection & Analysis: Annually, January

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.

Annual and Bi-annual Program Data: Annually, April and October

Staff collect data annually from HUD for Teton County. This includes Fair Market Rents and Median Family Income per household size. This data is used to calculate Income Limits per household size for Affordable units and Maximum Affordable Rents. In addition, staff bi-annually collects data from the Bureau of Labor Statistics for Consumer Price Index and from the State of Wyoming Economic Analysis Division of the Wyoming State Data Center for the Cost-of-Living Index for Northwest Wyoming. This information is used to calculate maximum resale values of restricted homes.

New Database Software: July – February

If approved with the budget, staff will follow the appropriate RFP procedures to find a new database software company that fits Housing Department needs, which currently are not being met. Staff will spend time onboarding, training, and troubleshooting with the new software team to learn the software and get it operational.

Housing Department Administration

Total Staff Hours: 5,139	Housing Action Plan Initiative 2C, Chp. 3, 4C	Comprehensive Plan Policy 5.4	Includes all paid time off (holidays, vacation, wellness)
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- Housing Department Team Meetings
- Supervisor-Direct Report Meetings
- Town Sr. Staff Meetings
- County Director Meetings
- County Policy Team Meetings
- Professional Development
- Day-to-Day Business Operations
- Teton County Accounting, Budget
- Wellness Hours
- Vacation Hours + 11 Holiday Hours

Housing Department Team Meetings: Weekly, Mondays 11 – 12pm

Staff meets weekly to connect with each other and discuss major Housing Department projects and challenges.

Supervisor-Direct Report Meetings: Weekly



Staff meets with their supervisor once or twice per week to connect, review projects and tasks, discuss current challenges, resolve issues, and provide direction.

Professional Development: 40 to 80 hours per year per employee

Staff works with their supervisor to set a goal(s) each year for Professional Development. This consists of some type of class, seminar, conference, or other educational opportunity to increase the employee's professional capacity.

Annual Work Plan Preparation: Annually, January – March

Annually staff prepares a 12-month work plan based on direction from the elected officials and existing workload. These hours include Spanish language translation.

Town Sr. Staff Meetings: Weekly, Wednesdays 9 – 10am

Weekly, the director meets with Town Senior Staff to discuss and coordinate current Town business.

County Director Meetings: Twice monthly, second and fourth Thursdays, 12 – 1:30pm

Twice monthly, the director meets with County Department Directors to discuss and coordinate current County business.

Day-to-Day Business Operations: Ongoing throughout the year

The Housing Department office is open to the public between 8:00am and 5:00pm. During these hours, staff assists the public by answering phones, responding to emails, and helping walk in customers. This also includes mail collection and bank deposits.

Teton County Accounting, Budget: Ongoing, throughout the year

Staff prepares vouchers for payment and transmittals for deposit and delivers them to the Clerk or Treasurer. Staff tracks the Housing Department Budget accounts receivable/payable and reconciles those with the Clerk's Office each month. Annually, staff prepares a budget for Board consideration.

Wellness Hours: 32 hours per year per employee

Vacation + Holidays: 11 paid holiday + 3 – 5 weeks paid vacation

