

Housing Department Work Plan: FY 25

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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 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:

- The Town and County via the Housing Department and in partnership with private sector partners, will create 75 new homes for local workers and their families from July 2024-June 2025. These will be a mix of Affordable (69) and Workforce (6) homes for rent and for purchase.
- Housing Department Rules & Regulations update, including an update to the Livability Standards.
- S4 Flats will break ground, creating 13 homes for local workers and their families.
- The Jackson/Teton County Housing Authority, directed and authorized by the Town Council and County Commission, will enter into agreements for the development of Affordable and Workforce homes at 90 Virginian Lane.

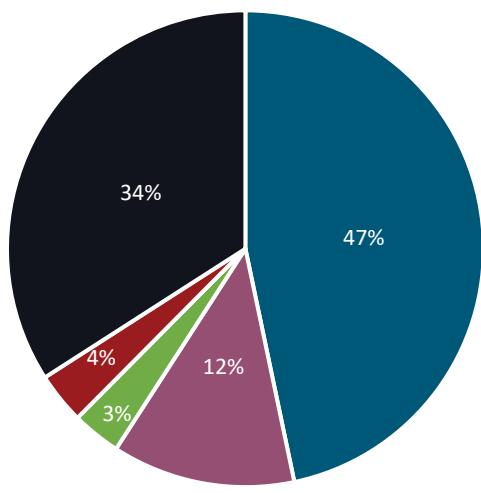


Housing Department Work Plan: Staff & Budget Allocation by Work Area

Task	Staff Time	Operating Budget*	Capital Budget
Housing Management	6841 hours	\$68,552	\$0
Housing Supply	1820 hours	\$40,590	\$3,346,128
Communications	485 hours	\$30,370	\$0
Data Collection & Analysis	509 hours	\$24,480	\$0
Housing Department Administration	4992 hours	\$29,251	\$0

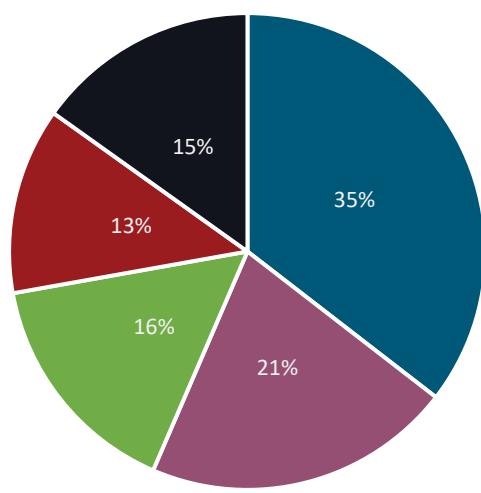
*Based on requested budget

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

Total Staff
Hours:
170 hours

Housing Action
Plan Initiative 3B

Comprehensive
Plan Policy 5.1.a
& 5.4.a

[Link to Housing
Rules &
Regulations](#)

- Housing Rules & Regulations Update
- Livability Requirements Update
- Special Restrictions Template Update

Housing Rules & Regulations Update

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 last went through a multi-month, multi-meeting review process in FY 2023. Staff anticipate bringing this update to the Council and Commission starting in August 2024.

Livability Requirements Update

Livability Requirements were created as part of the Engage 2017 efforts and were adopted in July 2018; they have not been updated since 2018. Starting in July 2024, staff will work with stakeholders – developers, architects, engineers, current Affordable and Workforce renters and owners – to inform updates to the Livability Requirements. These will be brought to the Council and Commission as part of the Housing Rules & Regulations Update.

Special Restriction Template Update

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.

Compliance/Enforcement

Total Staff Hours:
3220

Housing Action Plan Initiative 3A

Comprehensive Plan Policy 5.4.a

In 2023:
2 Forced Lease Non-renewals

- 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 2024: 641 units + 297 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 2024: 105 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 2024: 45.

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 2024: 1037 + 297 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. In 2023, staff processed 24 special requests and granted 11 exceptions.

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: 3015

Housing Action Plan Initiative 2E & 3A

Comprehensive Plan Policy 5.1.a & 5.4

In 2023:
49 Home Sales
83 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 2024, we anticipate 50 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 2024, 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: May – August

Phase II will be complete in the summer of 2024. The Housing Department will run a Weighted Drawing process for these units (21 apartments), qualify renter households, and execute leases.

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 25, staff anticipate 27 Weighted Drawings. This includes 12 drawings for 21 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 25, staff anticipate 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 25, 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 2025, staff anticipate 5 applications.

The most popular drawing in 2023 was a 1-bedroom Workforce condo. 41 households applied. The household chosen in the drawing had 10 entries and works for Ecco Tour Adventures as Program Manager

The least popular drawings each only had one applicant:

Grove Affordable 0 - 50% 2 bedroom Rental Unit.

Grove Affordable 0 - 50% 1 bedroom rental unit.

Pine Glades 2 Bedroom Affordable 50 - 80% ownership basement unit.

Elk Run Workforce 2-bedroom ownership unit

Households who purchased homes in Housing Department programs in 2023:

Brandon Barlow, Eric & Julie Carr, Tess Malone, Daniel Desorcy & Lindsay Lanham, Shaun & Sandra Jastrab, Blake & Bailey Morley, Katie Rose, Wade & Natasha Undem, Steffan & Lindsay Larson, Patrick & Shannon Spencer, Ali Mert Gul, Myo Min Than, Alexander Duncan, Hersela Mirzatuny & Benedetto Silvestri, Jennifer Givens, Carey Grace Duda, Whitney Matson, Ana Quiroz, Madi Rivas, Veneta Hristova, Sylvia Ruth Sahinos, Sinjin Zazzaro, Leif Hout & Yingying Gao, Louise Shiverick, Amanda Mohnk, Patricia Read Pistono, Alexander Katharyn Detwiler, Michael Shane Doyle, Hyunnam Degman, William Harrop, Joseph Rudd, Kari Rak, Daniel Bussard, Erica Simonson, Frazer Tear & Erin Visconti, Jonathan Cummings, George Cook, Estella Terrazas, Seth & Michelle Robertson

Jackson / Teton County Housing Authority Management

Total Staff
Hours:
436

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.



Building New Affordable & Workforce Homes through Partnerships

Total Staff Hours:
1850

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

[See a map of the Housing Department's Public-Private Partnership developments online.](#)

Developments that are Under Construction

- [Parkside at Benson & Brown Station](#)
 - Partnership with Habitat for Humanity
 - 18 Townhomes – Ownership
 - Affordable <80% MFI
- [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
- [Flat Creek Apartments](#)
 - Partnership with BlueLine Development & Flat Creek Partners
 - 48 Apartments – Rental
 - Affordable <60% MFI

Development that are in Pre-Construction

- [S4 Flats](#) – delayed start
 - Partnership with Figure9 Development
 - 12 Condominiums – Ownership
 - 8 Affordable 80-120% MFI, 4 Workforce Rental
- [90 Virginian Lane](#)
 - 11 responses to RFP for an Affordable and Workforce housing developer
 - Minimum 150 homes, mix of ownership and rental product

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 Building New Affordable & Workforce Homes through Partnerships in the Housing Supply Plan.](#)



Programming to Protect & Create Homes for Locals

Total Staff
Hours:
435

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

- Housing Preservation Program
- Senior Housing & Assisted Living 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: 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.

[Read more about Programming to Protect & Create Homes for Locals in the Housing Supply Plan.](#)

Housing Toolbox Expansion

Total Staff
Hours:
155

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

Comprehensive
Plan Policy 5.1,
5.2, 5.3, 5.4

[View the Current
Housing Toolbox](#)

- Housing Toolbox Audit
- Funding for Housing – Strategy, Policy, Implementation, Grant Writing
- LDR Review and Policy Recommendations

Housing Toolbox Audit: Ongoing throughout the year

Planning, transportation, data, development partnerships and structure, and financial tools are all being implemented right now to create Affordable and Workforce homes. These are part of the “housing toolbox” our community utilizes to address our housing needs. This year, Housing Department staff, working with colleagues in various Town and County departments, and community partners, will perform an audit of our current housing tools, seeking opportunities for expansion where appropriate and exploring new tools to create more Affordable and Workforce housing.

Funding for Housing: Ongoing throughout the year

Staff continue to seek funding sources for housing through creative partnerships, grants, loans, etc. In FY 2024, staff secured \$1,285,000 in grant funding for housing and \$18 million in tax exempt bond financing for the purchase of 90 Virginian Lane.

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, revisions to County zoning, housing mitigation, etc.



Collective Resourcing through Community Partnerships

Total Staff
Hours:
60

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

Comprehensive
Plan Policy 5.1,
5.2, 5.3, 5.4

[Link to Community Foundation's Housing Solutions Initiative](#)

- Community Foundation of Jackson Hole Housing Collective and Community Dashboard
- Mobility Hub Improvements for Housing

CFJH Housing Collective and Community Dashboard: Ongoing throughout the year

The Community Foundation of Jackson Hole launched its Housing Solutions Initiative in 2023 and is focused on utilizing a collective impact model to educate our community, increase awareness of opportunities for collaboration, and drive philanthropic and impact investments towards housing developments and programs that serve our local community. The Housing Department is an enthusiastic participant in this team's work, and we look forward to continuing to partner with others in the community to create healthy housing solutions for locals and their families.

Mobility Hub Improvements for Housing: Ongoing throughout the year

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

Housing Policy & Long-Range Planning

Total Staff
Hours:
470

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

Comprehensive
Plan Policy 5.1,
5.2, 5.3

47 Development
Reviews
Completed in
2023

- New Development Review, Livability Standards
- Housing Mitigation Policy

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 25 anticipate 50 development reviews.

Workforce Housing Mitigation LDRs: TBD, July – October?

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 but currently stalled.



Housing Supply Board Management

Total Staff Hours: 105

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
- Whitney Oppenhuizen
- 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.

In FY 2024, the HSB provided staff with recommendations related to the purchase of 90 Virginian Lane, the Request for Proposals for a development partner at 90 Virginian Lane, and the review of responses to the RFP for 90 Virginian Lane.

Communications

Total Staff Hours: 485

Housing Action Plan Initiative 2F

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

In 2023: 12 housing presentations, 2 Spanish language outreach events

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

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 anticipate 15 presentations in FY 2025.

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 anticipate 6 presentations in FY 2025.



Project and Program Collateral, Website Content: Ongoing throughout the year

Staff work with homeowners, renters, and other community partners to create content for public information campaigns, the housing website, online mapping tool, etc. This work is ongoing throughout the year.

Social Media, Radio, Newsletters, Newspaper, Website: 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 + biannual events

The Housing Department holds two in-person focus groups in Spanish annually 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.

Data Collection & Analysis

Total Staff Hours:
509

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

Comprehensive Plan Policy 5.1,
5.2, 5.3, 5.4

[Link to Rental Reports](#)

- Rental Data Collection & Analysis
- Housing Supply Plan Annual Update
- Compliance Quarterly Data Collection & Analysis
- Annual and Bi-annual Program Data
- New Database Software – Onboarding, Training

Rental Data Collection & Analysis: Annually, June & November

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

[Link to Rental Reports.](#)

Housing Supply Plan Annual Update: Annually, January – March

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.

[Link to the Housing Supply Plan.](#)

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

Staff 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.

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 - October

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:
4992

Housing Action
Plan Initiative
2C, Chp. 3, 4C

Comprehensive
Plan Policy 5.4

Includes all paid
time off
(holidays,
vacation,
wellness)

- Housing Department Team Meetings
- Supervisor-Direct Report Meetings
- Professional Development
- Day-to-Day Business Operations
- Teton County Accounting, Budget
- Vacation Hours + 11 Holiday Hours + Wellness Hours

Housing Department Team Meetings: Weekly, Tuesdays 3 – 4pm

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.

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

