



PROJECT

Since 2012, Jackson/Teton County has had the mandate to set a 65% resident workforce goal that is enabled through the production and support of workforce housing. Despite ongoing progress to this goal by the Jackson/Teton County Housing Department (“Housing Department”), the 2023 Annual Housing Supply Plan (“Housing Plan”) noted that the demand for affordable, deed restricted housing is still strong and at least 2,000 new homes that are below market should be built in the next five years. The Housing Plan also noted the need to add a future capital program for FY 23/24 that focused on Senior Housing and Assisted Living Program. This program would focus on providing homes for community members who are seniors and/or living with a disability. Although the Housing Department has deep experience and success in planning and incentivizing workforce housing, they have less experience in getting accessible and disability-inclusive housing built.

The Kelsey is a 501c3 nonprofit co-led by people with and without disabilities creating disability-forward housing solutions that open doors to homes and opportunities. We explicitly connect policy to practice throughout our work with transformative results. As a housing developer, field builder, and advocate, we are able to meet immediate housing needs, demonstrate what works, and advance the field to produce more affordable, accessible, inclusive housing. The only national organization explicitly focused on scalable models for disability-inclusive housing, The Kelsey is transforming communities for residents with disabilities and, at the same time, transforming the housing sector to become more disability-forward.

Our community-driven process aims to identify the unmet housing need of people with disabilities in housing that is:

- Accessible: cross-disability design that supports diverse access needs and includes innovative building features to support residents
- Affordable: mixed income communities that serve extremely low income up to missing middle residents
- Inclusive: integrated homes for people with and without disabilities including access to services, staffing and intentional programming to foster community connection

The Kelsey proposes to partner with the Housing Department to reach the goals of the Senior Housing and Assisted Living Program in Teton County to assess the needs of disability-inclusive and accessible housing, provide policy recommendations for incentivizing

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service-ready housing, and educate developers and property managers of the benefit of integrating disability forward housing elements into the current housing pipeline.

PROCESS AND TIMELINE

The Kelsey proposes to perform the work across three stages:

Phase 1: Current State Needs Assessment

Calendar: November/December 2023

Time Allotted: 5 weeks

Activities within this phase could include:

- Aligning on project approach with Housing Department and other local stakeholders
- Forming a local steering committee of community members with lived experience with disability, accessible housing barriers, or housing insecurity
- Conducting focus groups with landlords, developers, property management organizations, and residents that are most likely to have a deep understanding of how affordable, accessible housing is made available to local residents with disabilities and what barriers to that housing are
- Conducting research on the state of services available for people with disabilities in Wyoming and Teton County and any barriers to accessing Home and Community Based Services (HCBS)
- Partnering with Housing Department to identify the number of “Service Ready” and/or Accessible housing units within Jackson/Teton County

Deliverables could include:

- Current state needs assessment based on focus groups and services research

Phase 2: Policy Recommendations & Feasibility Analysis

Calendar: January-February 2024

Time Allotted: 6 weeks

Proposed Cost: \$8,500

Activities within this phase could include:

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- Compiling national best practices on disability inclusive housing and highlighting projects that could work within the Jackson/Teton County context
- Compiling suggestions of housing typologies that are accessible-by-design and could work within the Jackson/Teton County context
- Summarizing low and high cost policy recommendations for the Housing Department to incentivize the creation of more disability-inclusive housing
- Analyzing current public-private partnerships within Jackson/Teton County to identify a feasible capital stack for “service-ready” housing where people with disabilities could live independently in integrated services

Deliverables could include:

- Site-Specific Feasibility study
- Initial Policy Recommendations

Phase 3: Report Out and Technical Assistance for Local Development Community

Calendar: March-April 2024

Time Allotted: 6 weeks

Activities within this phase could include:

- Socialize policy recommendations to key stakeholders and modify based on feedback
- Providing 1:1 training to local developers who are using The Kelsey's Inclusive Design Standards for the development of disability-inclusive housing
- Hosting webinars about the The Kelsey's Inclusive Design Standards to educate local developers and property owners on the business case for creating disability inclusive housing

Deliverables could include:

- Create an publicly-available report to be used by external groups including private funders, both market rate and affordable housing developers, disability service organizations, and local/state affordable housing officials
 - Note: Through The Kelsey's previous collective action work, we find it important to share recommended interventions to the problem with the stakeholders who were involved in the research process as well as other stakeholders who could play a positive role in the solutions. Examples of this include private foundations who may be making affordable housing investments in Teton County to help

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better direct their commitments to areas with the greatest need, or state-level regulatory groups to inform policies that could incentivize housing investments.

FEES

Proposed fees with the deliverables mentioned above: \$24,000

Phase 1: Current State Needs Assessment - \$7,000

Phase 2: Policy Recommendations & Feasibility Analysis - \$8,500

Phase 3: Report Out and Technical Assistance for Local Development Community - \$8,500

THE TEAM

Project Lead:

Louisa Bukiet is a Housing Development Manager at The Kelsey and currently oversees our 112 unit project under construction in San Francisco, The Kelsey Civic Center. Louisa also provides technical assistance to the City of Denver to assess their housing needs and provide policy recommendations for accessible and inclusive housing. Louisa Bukiet has worked for over a dozen years in the built environment - designing, engineering and managing projects that bring communities together. She has BA in Architecture and Masters' degrees in Civil Engineering and Real Estate Development. She previously worked as a development consultant, assisting innovative development projects and proptech companies.

Project Manager:

Caroline Bas is the Chief Operating Officer at The Kelsey where she oversees The Kelsey's housing developments and organizational finance. Prior to joining The Kelsey, she was a management consultant with a focus in corporate finance. Her passion for inclusive housing stems from her experience as a care-giver for her mother who has disabilities and has struggled with evictions and finding a community where she can thrive and belong.

Additional Staff Support:

The Kelsey will engage in advising and support from team members with key expertise across disability community organizing, advocacy, policy, social enterprise, and disability services. The Kelsey Team Members that may contribute to this project include:

- Micaela Connery, Chief Executive Officer

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Micaela has worked for over fifteen years in disability services as a nonprofit executive, community organizer, and researcher. Micaela completed her Master of Public Policy at Harvard Kennedy School focusing on disability, inclusion, and community development. At Harvard, Micaela was a member of the inaugural class of New World Social Enterprise Fellows at the Center for Public Leadership working on a business plan that reimagines housing for people with disabilities. In 2015, Micaela worked as a research fellow for the Harvard Joint Center for Housing Studies, publishing a paper titled *Disability Housing: What's Happening, What's Working, What's Needed?*

- Allie Cannington, Senior Manager Advocacy & Organizing

For the past decade, Allie has organized people with disabilities from local to national levels, always centering people with disabilities who live at the margins, including LGBTQIA, people of color, low/no income, and youth with disabilities. At The Kelsey, Allie leads field building efforts to increase Disabled leaders in housing, as well as our policy work to advance disability-forward housing solutions.

- Hunter Herrera-MacFarland, Policy Associate

Hunter is The Kelsey's Policy Associate and has over a decade of experience organizing at the local and state level. She is dedicated to advancing transformative policies that improve the lives of the people who are most impacted by inaccessible housing and affordability. Hunter is Diné (Navajo) and Mescalero Apache on her mom's side and white on her dad's side. She grew up in a rural town in Southern Idaho, but now lives in Bellingham, Washington with her partner, Carter, and her service dog, Diya. She holds a BA and MA from the University of Wyoming, which is where her love of advocacy flourished while on the policy debate team. She is also a Board Member for the Tenants Union of Washington State. Outside of work, she enjoys spending time in the mountains, going to drag shows, and watching horror movies.

Advisors:

The Kelsey will also solicit support from our network of experts in disability, housing, public-private partnership, and community organizing throughout the project as needed. As related to Teton County local assessment, The Kelsey will work closely with volunteer advisory board member, Chris Beda, Teton County resident and real estate expert.

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ASSUMPTIONS

In order for us both to be successful and stay on schedule, we will need access to requested stakeholders and information in a timely manner. We will communicate if we feel there are roadblocks that are impeding our progress and be as forthright as possible in our communications; we hope to foster a transparent and effective team between our two parties. At the beginning of our engagement, we will share a list of external factors (outside of our control) that could affect our collective progress and work collectively to mitigate those risks.

OTHER SPECIFICS

Systems Change + Confidentiality

The Kelsey is committed to supporting systems change across the field of disability-forward housing. With this in mind, we will utilize some of the information compiled during this project to inform other projects, research, and reporting on disability housing. In this reporting, we will not share information specific to this project's operations, strategy, or other potentially sensitive information, unless specifically authorized to do so.

Relationship Of Parties

The parties to this agreement shall be and remain at all times independent contractors, neither being the employee, agent, representative, or sponsor of the other in their relationship under this agreement.

Amendment

No change in any term or condition of this agreement shall become effective unless by amendment in writing signed by both parties.

Force Majeure

The Kelsey shall not be liable to the Jackson/Teton County Housing Department for any failure or delay caused by events beyond The Kelsey's control, including, without limitation failure by the Jackson/Teton County Housing Department to furnish necessary information, sabotage, failure or delays in transportation or communication, failures or substitutions of equipment, labor disputes, accidents, shortages of labor, fuel, raw materials or equipment, or technical failures.

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Entire Agreement

This Agreement constitutes the entire agreement of the parties hereto and supersedes all prior representations, proposals, discussions, and communications, whether oral or in writing. This Agreement may be modified only in writing and shall be enforceable in accordance with its terms when signed by the party sought to be bound.

By signing this engagement letter, we are authorizing The Kelsey to start to work on deliverables stated within this document with a promise to pay for work within scope. As with any engagement, as scope changes, we will discuss if alternative arrangements are necessary if the team needs to be scaled up or down.

SIGNATURE PAGE

Jackson/Teton County Housing Department

[NAME]

Date

The Kelsey

Micaela Connery

Date

Chief Executive Officer, The Kelsey