

Request for Proposals

Housing Program Work Plan for Teton County, Idaho

Feb 29, 2016

Purpose

Teton County, Idaho is seeking a professional consultant to provide technical recommendations for the development of housing programs to address the needs of Teton County's workforce. The product put forth by the consultant will function as a work plan for implementing the recommendations from the Teton County, Idaho section of the 2014 [Western Greater Yellowstone Housing Needs Assessment \(HNA\)](#). Specifically, the consultant will identify the entities most capable of implementation, a timeline for implementation, and potential funding sources for housing programs. In addition, the consultant will make recommendations for a housing authority, specifically the authority's structure, roles, responsibilities, and timeframe for establishment.

Background

Teton County, Idaho is a community of 10,500 located within the Jackson Micropolitan Statistical Area (as defined by the U.S. Census Bureau). In 2008, a Housing Authority Commission was created to address an increasing lack of workforce housing caused by resort and second home development. The Commission disbanded in 2010 in response to perceived affordability caused by a massive depreciation of the local real estate market.

Housing prices in Teton County are on the rebound, and the 2014 HNA confirmed an increasingly limited supply of workforce housing. In response, the HNA recommended the following:

1. Re-Establish a Housing Authority – An organization is needed to take the lead on housing projects and programs by providing the time and expertise needed to plan, design and implement the strategies listed below. Responsibilities could include:
 - a. Assisting the three towns and Teton County to enact code changes for affordable housing and to implement existing code provisions with modifications as necessary, including timing requirements for the provision of affordable units;
 - b. Working with economic development groups so that adequate housing is available for the workforce;
 - c. Serving as a resource for entry-level ownership by providing homebuyer and credit counseling and information on down payment assistance and mortgage alternatives;
 - d. Creating public/private partnerships for development of housing; and
 - e. Coordinating with other housing initiatives in the region.

2. Encourage Accessory Units – Provide incentives such as tap and impact fee waivers/reductions for accessory dwelling units that are deed restricted as long-term rental units. The incentives could be limited to units within towns or within a specified number of miles from one of the towns.
3. Enact Fee Waivers or Reduction for Affordable Housing units – Sewer and water hookup fees in Driggs and Victor represent a combined cost of nearly \$10,000, which significantly affects the costs to develop workforce housing. The elimination and/or reduction of these fees could be an effective incentive for private, non-profit and public sector developers to produce workforce housing. A deed restriction or other title instrument could be used to ensure long-term affordability in exchange for waived/reduced fees.
4. Develop Entry Level Homeownership Opportunities – The market is only providing a limited number of homes for sale at prices affordable for low through middle income households. Financial resources possibility including Grand Targhee RETA revenues and Idaho Housing and Finance Assistance should be focused on development of units priced below \$250,000 rather than shared equity/down payment assistance since there are too few units now available at this price. Fueling demand by making more buyers potentially eligible when there is insufficient supply would result in further price escalation among lower-priced homes.
5. Work with Habitat for Humanity – The Idaho Falls affiliate of Habitat for Humanity received a \$1.4 million gift from the estate of an Ashton-area farm family for use in the region. While Teton County is the lowest of the four-county priorities specified by the donor, within a few years the agency should be active in the area. Habitat's work in Teton County could potentially be expedited by efforts to engage the community and organize contributions of volunteer labor.
6. Pursue Self Help Housing – Funding from USDA's Office of Rural Development should be pursued for a sweat equity approach to affordable ownership where families and their friends are responsible for much of the construction of their homes.
7. Develop Apartments – Rental occupancy levels and rents in combination with the needs analysis indicate additional rental units should now be developed for low income households. Low Income Housing Tax Credits are likely the best source of financing for private developers, public agencies or public/private partnerships. The project should be sized to take into consideration future job growth in addition to the number of rental units now needed.
8. Adopt Model Development Code – A code being developed for Teton County, ID through funding provided by the Western Greater Yellowstone Consortium could encourage more affordable housing through smaller lot sizes, greater flexibility for mixed uses, zones for live/work, and accessory units in light industrial areas.
9. Create a Housing Rehabilitation Program and Expand Weatherization Program -- Efforts are needed to improve the condition of older, existing homes and to increase housing affordability by reducing utility costs. Federal funding is available for low income households. Working with utility companies, helping households obtain credits for solar and wind power, and providing technical assistance for home improvements (cost vs value received, pay back analysis, etc.) could help all income levels.

10. Concentrate Affordable Housing in Appropriate, Sustainable Areas – Through a combination of tools, residential development should be shifted to higher density areas within the towns to make construction and livability more affordable. Approaches include:
 - a. Create Transferable Development Rights (TDR's) so that units could be shifted from rural platted but undeveloped subdivisions into developing in or near town subdivisions, a tool that probably has limited applicability;
 - b. Promote Walkability – Ability to access employment, shopping, and services through walking and biking will require less income to be directed toward transportation costs. Future workforce housing should be located in walkable areas with pedestrian friendly design of developments.
 - c. Provide Access to Transit Service – Commuting and location preference data indicate that a significant share of the population will continue to commute to Teton County, WY for work. Locating development near transit stops and increasing transit frequency/ duration will provide commute options for residents and help reduce the impact that commute costs have on housing affordability in Teton County, ID

The cities of Driggs and Victor and Teton County have adopted or are in the process of adopting Recommendations 2 and 8. Recommendation 10 is being implemented through a variety of community efforts. In order to implement the other recommendations, Teton County is seeking technical assistance in crafting a work plan. This will allow the County to begin capacity building for housing programs, including the possible formation of an independent housing authority.

Scope of Work and Services

Task 1 - Review past Teton County Housing Authority work. The currently disbanded Teton County Housing Authority did a substantial amount of work and fundraising that should be integrated with current and future efforts. The consultant will review the plans, documents, and budget associated with the Teton County Housing Authority and interview the former Executive Director. Information and materials will be made available by the County Executive Assistant.

Task 2 - Stakeholder Interviews. The consultant will conduct interviews of state, county, and city officials and/or staff, local employers, employees, housing nonprofits, realtors, lenders, and/or developers to identify specific needs, challenges, resources, and opportunities to implement the recommendations of the HNA. Interviews should be focused on HNA recommendations including zoning code changes, desired timeframe/metrics for development of workforce units, entry-level homeownership opportunities, coordination of other housing efforts in the region, tax credits, apartment development, housing rehabilitation and weatherization programs, and public private partnerships opportunities such as land banking, private philanthropy, collaborative housing development, etc. Interviews will be arranged by Teton County, City of Driggs, and City of Victor planning staffs in coordination with the consultant

Task 3 - Technical recommendations.

- **Program Development.** The consultant will recommend how to leverage the Teton County community's public and private resources to carry out the implementation tasks put forth in the HNA. These recommendations should specifically address the entit(ies) best suited to carry out the development of each program, timeframe for development, and the resources necessary for development - including potential funding sources and limitations. The specific programs to address are as follows:
 - Continuous inventory/monitoring of available workforce housing units (market and deed-restricted) in the community
 - Monitoring and technical assistance for planning and zoning matters affecting workforce housing (including fee waivers, deed restrictions, and lodging overlay options)
 - Working with business and economic development groups to plan for current and future housing needs and ensure housing does not become an impediment to economic development.
 - Serving as a resource for entry-level homeownership by providing homebuyer and credit counseling and information on down payment assistance and mortgage alternatives
 - Coordination with other housing initiatives in the state and region (including but not limited to Idaho Housing and Finance Association and Teton County, Wyoming Housing Authority)
 - Provision of self-help housing funding from USDA Office of Rural Development and other sources
 - Apartment Development, including Low Income Housing Tax Credit (LIHTC) Projects.
 - Housing Rehabilitation and Weatherization.
 - Pursuit of public-private partnerships for land banking and/or housing development.

- **Housing Authority Structure.** The consultant will make a recommendation for a housing authority, housing staff, and/or collaborations to carry out housing programs. In the event the consultant recommends the creation of a statutory housing authority, said recommendation will reflect the housing authority's role in the aforementioned housing programs. The specific questions to be addressed are as follows:
 - Independent county-level Housing Authority (pursuant to I.C. §31-42), independent city-level Housing Authority (pursuant to

I.C. § 50-19) or joint Housing Authority comprised of members of each jurisdiction. The County Prosecutor will provide legal counsel to the consultant in the formulation of housing authority structure.

- Number of Housing Authority Commissioners and appointment process and terms
 - Key qualifications of Housing Authority Commissioners
 - Primary role, responsibilities, and decision making authority of the Housing Authority Commission
 - Primary role, responsibilities, and decision-making authority of the City and County planning staffs or other paid employees
 - Primary role, responsibilities, and decision-making authority of the City and County elected officials.
 - What tools and resources Idaho Housing and Finance Association provides to communities with and without Housing Authorities
 - Sample Intergovernmental Agreement if a joint Housing Authority structure is recommended (to be drafted in collaboration with the County Prosecutor).
 - A basic draft budget (income and expenses) for the first 2 years of operation
- **Future Research/Funding Needed.** The consultant will identify research and funding needs outside the scope of this study necessary for mid or long-term program development.

Task 4 - Develop Timeline of Implementation. The Consultant will develop a timeline for the implementation of the housing programs identified in Task 2. The purpose of this timeline is to allow for the immediate implementation of less resource-intensive programs and to allow for the necessary capacity-building for more resource-intensive programs in the mid and long-term. The recommendation for housing authority structure should also be incorporated into the timeline.

Available Resources

- 2014 Western Greater Yellowstone Housing Needs Assessment
- 2014 Western Greater Yellowstone Analysis of Impediments to Fair Housing Choice
- 2012 Teton County Comprehensive Plan
- City of Driggs, Victor and Tetonina Comprehensive Plans
- 2007 Teton County Housing Needs Assessment
- Advisory Committee to assist with resource identification and task completion

Necessary Qualifications

- Familiarity with enabling legislation for housing authorities in Idaho
- Familiarity with 2014 Western Greater Yellowstone Housing Needs Assessment and Analysis of Impediments to Fair Housing Choice
- Demonstrated experience and expertise in government, nonprofit, and/or private housing initiatives
- Demonstrated experience and expertise in housing issues in Rocky Mountain resort communities
- Familiarity with Teton County, Idaho and the Teton Valley community

Estimated Cost of Services

Current project budget is \$5000 with potential for additional funds. The consultant should provide a detailed breakdown of cost per services by tasks with hours, personnel, and total not-to-exceed cost of services.

Proposal Content

Proposals submitted shall include the following information:

1. **Understanding.** Consultant's understanding of project scope, required services, and work product.
2. **Consultant Qualifications.** Company profile, qualifications of specific individuals working on the project, individuals' roles and responsibilities, fees for services, examples of similar completed work and client references.
3. **Timeframe.** Overall project timeframe, including start date, deadlines by task, production of client and consultant deliverables. Recommended timeframe is 60 days.
4. **Conditions and Exceptions.** Specific conditions and/or performance exceptions necessary for project execution.

Award of Contract

1. **The County shall select a consultant based upon the following criteria:**
 - a. Demonstrated understanding of project scope and scope of consultant services.
 - b. Housing experience in similar communities
 - c. Client references
 - d. Ability to work within recommended timeframe

2. Proposal Delivery. Proposals must be emailed in pdf format to Holly Wolgamott, Executive Assistant to the Teton County Board of Commissioners, by 11:00 AM, Wednesday March 24, 2016 at hwolgamott@co.teton.id.us. The County reserves the right to reject any and all proposals. After review of proposals, the County may select one or more respondents to negotiate terms of contract.