

**PROPOSAL**  
**RESPONSE TO**  
**REQUEST FOR PROPOSAL NO. 0473-P**  
**INNOVATIVE WORKFORCE SOLUTIONS**

**INTRODUCTION**

In Fremont County, as throughout Wyoming, a lack of affordable housing has contributed to a workforce shortage. The development of additional affordable workforce housing is critical to the growth and sustainability of business and economic growth in Wyoming communities. A coalition of Fremont County employers proposes a joint venture in hiring two independent consultants, Kirkham & Associates, LLC and Jill Naylor-Yarger. The joint contract venture will complete a countywide housing assessment, a countywide housing action plan and will provide organizational development services to establish a regional housing office. The regional housing office will be responsible for carrying out the housing action plan(s) and for continued affordable housing development, programs and services in the towns and cities of Dubois, Hudson, Lander, Pavillion, Riverton and Shoshoni, WY.

Kirkham & Associates, LLC will be the responsible party for carrying out the proposal and completion of the project. Billie G. Kirkham, of Kirkham & Associates, LLC, is the appointed representative to assure services required for the proposal are completed and to insure the account will be administered in an organized systematic manner. Ms. Kirkham can be reached at 307-856-1199, 455 Big Bend Avenue, Riverton, WY 82501.

PURPOSE

The purpose of the proposal is to develop solutions to the lack of affordable housing in all communities in Fremont County. It will provide a comprehensive housing assessment of affordable housing needs in each community and development of individualized housing action plans (HAP) for each. Further, it will establish a legal entity – a regional housing office – that will continue to work with each community to secure funding and develop workforce housing programs and services. The result will be the development of new housing, the conversion of existing buildings and structures to affordable housing and the implementation of related services that will assist the County for many years to come.

PROPOSER

The proposer is a coalition of employers: City of Riverton, Central Wyoming College, Riverton Chamber of Commerce, IDEA, Inc., Brunton, Pertech, Lander Chamber of Commerce, Lander Hospital, and Fremont County Association of Governments that also includes towns of Dubois, Hudson, Pavillion, Shoshoni and Fremont County Commissioners.

FUNDING

2007 Workforce Solutions Grant - \$25,000; the coalition is pursuing remaining funds required from a WCDA – CDBG Planning Grant - \$10,000; and contributions from the following organizations: Housing Assistance Council, local lenders, cities and towns, Northern Arapaho

Tribal Housing, Eastern Shoshone Housing Authority, IDEA Inc., LEADER Corp., major employers, lenders and financial institutions.

PERIOD OF PERFORMANCE

August 2007 through May 31, 2008

PERFORMANCE OUTCOME MEASUREMENTS

Outcomes will be a completed housing assessment report, affordable housing action plans for each community, and establishment of a regional housing office.

PROPOSAL

PART 1

TECHNICAL PROPOSAL NARRATIVE

The partners in the proposal include the Primary Partners, as noted below, the joint venture contractors: Kirkham & Associates, LLC and Jill Naylor-Yarger, and a variety of community organizations.

PRIMARY PARTNERS

Employer partners include Central Wyoming College, City of Riverton, Pertech, Brunton, Riverton Chamber of Commerce, Lander Chamber of Commerce, Riverton and Lander Hospitals and the Fremont County Association of Governments (FCAG) which includes the county commissioners, towns and cities of Dubois, Hudson, Shoshoni, Pavillion, Lander, and Riverton. These partners are long established businesses and employers in the area. They represent a strong cross section of the towns and cities and their employees. Their recruiting success for new employees has been affected by the lack of affordable housing.

COMMUNITY PARTNERS

The Eastern Shoshone Housing Authority and Northern Arapaho Tribal Housing join in this partnership since they serve the Native American population residing on the Wind River Reservation. They recognize that many Native American's work and live off the reservation and are unable to find quality affordable housing. They will provide technical assistance to the proposal.

The Wyoming Community Development Authority (WCDA), the Wyoming Housing Network, Inc., FannieMae – Wyoming district, Wyoming Housing Network, Inc, (WHN) are partners that are well established housing advocates that recognize the serious lack of affordable housing stock as well as the barriers that can hinder the development of additional housing for Wyoming workers. They will provide technical and financial assistance to the proposal.

The Wyoming Economic Development Association (WEDA), IDEA, Inc., Wind River Visitor's Council and Wind River Development Fund are also well established organizations that promote economic and business development. These partners recognize that the lack of affordable housing affects the growth and sustainability of businesses in Wyoming. They will provide technical and financial support.

*The proposal provides for the inclusion of additional partners who may desire to participate in working with this group on the affordable housing issues identified.*

## PROPOSAL

The proposal addresses the lack of workforce housing. The available housing stock has diminished throughout all of Fremont County cities and towns. This results from the increased workforce as the energy and related industries expand operations in the area. Fremont County lies within the energy development corridor in Wyoming and this growth trend is expected to continue. The proposal takes a proactive, collaborative and grass roots approach by the employers and communities involved. It consists of three phases designed to develop a long-term sustainable solution to housing issues.

Phase One – Housing Assessment Kirkham & Associates, LLC will complete the housing assessment baseline to include the following

- Meet with each community/region identified
- Evaluation of existing housing stock and production
- Evaluation of existing housing stock characteristics and conditions
- Evaluation of infrastructure capacity, by community
- Current needs and future housing development for
  - Rental housing
  - Senior Housing
  - Ownership
  - Temporary Living Quarters (TLQ)
  - Mobile Home Courts
- County demographic trends and forecasts
- Local economies and employment
- Identification of affordability factors
- Summary for each community and/or county region.
- Final product will be a written housing assessment report

### Phase Two – Housing Action Plans

Kirkham and Associates, LLC will provide technical assistance by coordinating/facilitating meetings and collating all information, actions, outcomes and priorities to be included in the creation of an Affordable Community Housing Action Plan (HAP). This will be accomplished

using grass roots – community involvement. It will include the ideas of all participants and volunteers who participate in work groups that will focus on the housing issues outlined below.

**Immediately (within one-week) of initial meeting**

- Conduct public meeting for community
- Facilitate formation of working groups
- Identify leadership and participants for follow-up actions for each group

Provide on-going facilitation and assistance to each group from initiation through the process of priority setting, goal development, and action plans until all tasks have been completed. This will include assisting each group with a written status report for final acceptance by the Cities, towns and employer coalition. Estimated time line is 8-12 weeks. However, the timeline and final delivery date will be dependant upon an adequate time commitment from the individual working groups.

Final product will be an “Affordable / Community Housing Action Plan.”

*The development of the HAP will consider but not be limited to the following:*

Existing Structures:

- Focus on ways to create more affordable/community housing opportunities without building new structures.
- Commercial to residential
- Focus on old structures, blighted area(s)
- Zoning enforcement & zoning change
- Incentives to create accessory dwellings
- Public and Private owned buildings
- Temporary Living Quarters (TLQ)

New Construction

- Focus on:
  - Growth Management
  - Senior Housing
  - Multi-family Housing
  - Single Family Housing
  - Temporary Living Quarters (TLQ)
  - Building lot availability
  - Annexation

Mobile Home Parks

- Existing
- New Development

Infrastructure

- Existing capacity & improvements to increase residential use
- Expansion

Financing/Funding

- Focus on:
  - Local Lenders
  - State of Wyoming
  - Employers
  - WCDA
  - HUD
  - USDA-Rural Development
  - Neighborworks
  - Wyoming Housing Network
  - HOME
  - Federal Reserve
  - HAC (Housing Action Corporation)
  - CDFI's (Community Development Financial Institution)
  - Fees and Taxes

Regional Cooperation

- County Commissioners
- WRDF
- WEDA
- IDEA INC
- LEADER CORP
- ALL CITIES & TOWNS
- Employers
- Wyoming Housing Network
- FCAG
- FannieMae - Wyoming

Community Support

- Senior Citizen Groups
- Hispanic Groups
- Indian groups
- Women Shelters
- Social Services
- Homeless Shelter
- Public Service Organizations

Implementation

- Regional Housing Office (Housing Authority or Non-profit Organization)
- Organizational Development
- Strategic Plan for Housing Entity

- Funding Sources
- Define and Establish Housing Program and Services

Year-Round Economic Development

- Cities and towns will define the components of this portion of the plan, if it's to be incorporated.

Activities are to include, but not limited to:

- Meeting with primary stakeholders
- Work with city to identify stakeholders
- Develop notice of meeting(s)
- Setup meeting
- Facilitate the discussion
- Written summary of meeting, follow-up actions and outcomes
- Public notice for community involvement

Phase Three - Housing Office Organizational Development

Development of Organization Infrastructure

- Articles of Incorporation
- By-Laws
- Obtain 501C 3 status
- Board Recruitment and Training
- Mission Statement and Strategic Plan

- Design and develop plan of operations
- Develop operations Polices Handbook
- Develop position descriptions for Board and Staff
- Human resources development for staff and board

- Develop outreach and marketing strategies
- Develop marketing and public information material

- Develop evaluation plan for monitoring progress
- Conduct evaluation and complete report

INNOVATIVE SOLUTION AND HOW IT WILL WORK  
Explain why this program is innovative and worth-while endeavor

The six Fremont County communities and employers do not individually have the resources or capacity to assess their current housing stock, develop housing plans that fit their community's

current and growing needs. They do not have the financial resources needed to develop the necessary infrastructure to support additional housing. Further there are no local housing organizations or non-profit entity that can carry out the actions required to actively make a difference in the workforce housing market for area workers. The regional concept of the housing assessment will result in individualized assessments and housing plans for each town or city. Upon completion of the first two phases of the proposal the organization development phase will begin and result in the establishment of a regional housing office that will carry the mission of continuing to advocate and develop affordable housing solutions, programs and services. Each town or city will have full access, use of, and participation in, the direction and leadership of the new organization. This collaboration will provide the needed organizational strength and authority that each community would not likely achieve independently. It will provide a financial organization that will be effective and competitive in securing funds for affordable housing development, programs and services. It will put the towns and cities in control of managing their housing growth.

HOW MANY WORKERS WILL IT AFFECT AND HOW WILL PERFORMANCE BE  
MEASURED UNDER THE INITIATIVE

The number of existing workers without affordable housing will be determined during the housing assessment phase and will be in the final report. The assessment will determine the current demand for single family residences, rental units, temporary living quarters (TLQ), senior housing, and mobile home parks to project the housing needs through 2010. Once established, the housing office will be equipped with the tools to make periodic assessments in future years, update housing action plans and pursue funding sources.

Performance will be measured by completion of a final Housing Assessment Report, a final Housing Action Plan for each community, and the organizational development of a Housing Office. The Housing Action Plan programs will be further defined by a Board of Directors and the activities highlighted in the Housing Actions Plans will be implemented by an executive director and staff.

DELIVERY TIMELINES

Please see the attached flow chart

PLANS FOR SUSTAINING EFFORTS FUNDED BY THE GRANT

Sustainability of a regional housing office will be accomplished by the organization securing funding from affordable housing programs and subsidies administered by HUD, USDA-Rural Development, Wyoming Community Development Authority, CDBG , Federal HOME loan program, State of Wyoming, and other federal programs as well as short and long term financial commitment from major employers, community development financial institutions, private foundations, lenders and municipalities, where appropriate.

**TIMELINE FOR IMPLEMENTATION - LOCAL HOUSING & COMMUNITY PARTNERSHIP**

	County	Expense	August	September	October	November	December	January	February	March	April	May
Develop Local Housing Partnership to serve all towns & cities in Fremont												
Complete County wide Housing Assessment that identifies needs of each individual community	Expense											
Develop Housing Action Plan/grass roots methods	\$ 7,500**											
Identify and obtain commitment from Funding sources	Included**											
Implement Housing Plan	Included**											
Organizational development To establish housing Office to serve Region	\$25,875*** Naylor-Yarger Consulting											
Board & Exec. Dir Recruitment	Included** &***											
Training Board & Ex. Director.	Included** & CWC											
Regional Housing Office Established												

Kirkham & Associates, LLC has primary responsible for proposal and will facilitate monitoring of all activities through completion

**PART 2****DETAILED BUDGET**

Budget Categories	NTE		
Housing Assessment	\$18,000	Workforce Solutions Grant & In-kind	
Housing Action Plans	\$ 7,500	Workforce Solutions Grant,	
OD -Organizational development infrastructure	\$ 8,100	Towns, Cities, lenders, financial Institutions, Economic Dev. Org. & In-kind	
OD – operational infrastructure	\$ 7,650	“ “	
OD -Outreach & marketing	\$ 5,630	“ “	
OD – Evaluation Development	\$ 6,750	“ “	
Printing Services	\$ 1,000	In-kind	
Legal & Indirect Costs	\$ 4,120	In-kind	
Administrative 5%	\$ 1,250	In-kind	
Sub-total	\$60,000		
Less in-kind contributions	(\$6,370)		
Total funds needed	\$56,630		

NTE – Not to Exceed