

AGENDA

WORK SESSION OF THE CITY COUNCIL OF THE CITY OF COTTONWOOD, ARIZONA,
TO BE HELD JUNE 8, 2021, AT 6:00 PM., AT THE COUNCIL CHAMBERS BUILDING, 826
NORTH MAIN STREET, COTTONWOOD, ARIZONA.

- I. CALL TO ORDER
- II. ROLL CALL
- III. ITEMS FOR DISCUSSION, CONSIDERATION, AND POSSIBLE DIRECTION TO STAFF:

Comments regarding items listed on the agenda are limited to a 5 minute time period per speaker.

1. PRESENTATION FROM VERDE VALLEY REGIONAL ECONOMIC ORGANIZATION REGARDING AN UPDATE ON REGIONAL BROADBAND.
 2. PRESENTATION, DISCUSSION, AND DIRECTION TO STAFF ON POSSIBLE ACTIONS TO TAKE IN RESPONSE TO THE FINDINGS OF THE VERDE VALLEY REGIONAL HOUSING ASSESSMENT.
- IV. ADJOURNMENT

Pursuant to A.R.S. 38-431.03.(A) the Council may vote to go into executive session on any agenda item pursuant to A.R.S. 38-431.03.(A)(3) Discussion or consultation for legal advice with the attorney or attorneys of the public body.

The Cottonwood Council Chambers is accessible to the disabled in accordance with Federal 504 and ADA laws. Those with needs for special typeface print or hearing devices may request these from the City Clerk (TDD 634-5526.) All requests must be made 24 hours prior to the meeting.

Members of the City Council will attend either in person or by telephone conference call.

City of Cottonwood, Arizona
City Council Agenda Communication



Meeting Date: June 8, 2021
Subject: Discussion of Regional Broadband Efforts of VVREO
Department: Economic Development
Tricia Lewis - Tourism and Economic Development Director
From: Mary Chicoine - Executive Director of Verde Valley Regional Economic Organization

REQUESTED ACTION

N/A

SUGGESTED MOTION

If the Council desires to approve this item the suggested motion is: N/A

BACKGROUND

The Verde Valley Regional Economic Organization’s (VVREO) leadership, along with the regional partners in the Verde Valley have been working on adding and improving Broadband availability in the Verde Valley. Tonight, Ms. Chicoine will be updating Council on the progress they have made. In addition, they will cover the project's next steps which includes applying for Grant funding, program development, and the design, development and operation of the Middle Mile Network.

JUSTIFICATION/BENEFITS/ISSUES

This initiative is an important component to the implementation of the Verde Valley Regional Economic Development Strategic Plan. Priorities of the plan include: creating more high paying jobs in diversified industries; investing in physical and social infrastructures; and enhancing quality of life amenities that support the region’s competitiveness.

COST/FUNDING SOURCE

The grant does require \$98,000 in matching funds. Sedona and Clarkdale have each committed \$25,000 to the project. The City of Cottonwood has not currently budgeted any funds to project.

ATTACHMENTS:

File Name	Description	Type
Broadband Presentation_4-5-21_with_Budget.pptx	Broadband Presentation	Cover Memo
1-5-21 Letter of Support - VVREO.pdf	Mayor's Letter of Support	Cover Memo



to Flagstaff

Oak Creek Canyon

VERDE VALLEY

REGIONAL ECONOMIC ORGANIZATION

to Flagstaff

to Prescott

to Phoenix

ARIZONA

A regional collaborative resource building sustainable economic prosperity

Vision and Mission

VVREO is a regional collaborative resource building sustainable economic prosperity.

VVREO provides access to resources for regional business creation, attraction, retention, and expansion.





to Flagstaff

Verde River

Verde Canyon

Oak Creek Canyon

VERDE VALLEY
REGIONAL
ECONOMIC ORGANIZATION

Clark

Jerome

Mingus Mountain

Cottonwood

to Flagstaff

to Prescott

17

**Verde Valley
Economic Development
Strategic Plan**

ARIZONA

to Phoenix

Plan Pillars



Regionalism



Talent
Attraction &
Development



Prosperous
Business



Promotion



Sustainability



VVREO
Organizational
Viability

BROADBAND



VERDE VALLEY
REGIONAL
ECONOMIC ORGANIZATION

to Flagstaff
Oak Creek Canyon
to Flagstaff
to Prescott
to Phoenix

Verde P...
Verde Canyon
Clar...
Jerc...
Mingus Mountain
260
17
Exit 260
Camp Verde
ARIZONA

Verde Valley Regional Broadband Initiative



Vision, Mission, Goals

Vision

One Gigabit per second for all

Mission

To overcome the regional digital divide by creating an integrated and redundant phased core broadband network connecting all parts of the Verde Valley that supports economic diversification, resilient communities, and improved quality of life.



Vision, Mission, Goals

Goals:

1. Grow and sustain a vibrant economy by deploying a scalable next-generation broadband infrastructure to support a diverse array of business and work environment opportunities in the Verde Valley.
2. Enable businesses and individuals in the Verde Valley to effectively work and live in a digital world resulting in business prosperity inclusive of business attraction, retention, expansion and job creation.
3. Foster a high quality of life supported by effective telemedicine, seamless access to education, and effective public safety.

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Middle Mile Network Goals

Goals:

1. Build the core network and colocation facilities connecting from the I-17 Smart Highway Corridor to the communities of the Verde Valley through a phased approach.
2. Connect alternate pathways and upstream Internet providers to establish redundancy.
3. Incorporate connector points for the expansion and redundancy of the core network into all communities of the Verde Valley.
4. Create a sustainable business structure for operations and maintenance of the core network and its future expansion.
5. Identify and implement collaborative opportunities for existing and new broadband providers to further the delivery of broadband to reach businesses, health care users, and users of online education in the communities of the Verde Valley.

Middle Mile Network Map





Verde Valley Middle Mile Network Concept to Operation

- **Phase One** – Project Definition and Grant Preparation
- **Phase Two** – Conceptual Design and Pre-engineering
- **Phase Three** – Detailed Design and Engineering
- **Phase Four** – Construction
- **Phase Five** – Ongoing Operation and Maintenance

Phase One - Current Progress

- **Strengths Weaknesses, Opportunities, and Threats (SWOT) Analysis performed.**
- **Stakeholders identified.**
- **Letters of Support secured including financial commitment match from municipalities. (City of Sedona, City of Cottonwood, Town of Camp Verde, Town of Clarkdale)**
- **Phased project strategy outline developed.**
- **Broadband Action Teams (BAT) in each community.**
- **Collaborating with ACA, NACOG, ADOT, Sun Corridor Network, APS, and others.**
- **Economic Development Administration (EDA) proposal submitted for review prior to formal submission.**

Phase Two

Conceptual Design and Pre-Engineering

Governance, Organization, & Marketing / Communications Strategy

- Governance Considerations with Comparative Analysis of Alternative Telecom Non-Profit Entities
- Organizational Structure (Staffing & Resource Plan)
- Marketing / Communications Strategy

Conceptual Design & Pre-Engineering Components

- Broadband Coverage Map – Identify unserved & underserved areas
- Report on Existing Fiber Utilization
- Back Haul & Redundant Connectivity
- Network Design
- Build-Out Plan

Phase Two

Conceptual Design and Pre-Engineering

Financial Planning

- Next Phase Engineering and Design Financial Plan
- Capital Budget
- Ongoing Operations Pro Forma Financial Analysis
- Project Development Budget
- Next Phase Funding Sources

Risk Assessment and Action Plan

- Risk Assessment
- Action Plan

Summary Presentation

Phase Two and Three Projected Budgets

Phase Two

- Project Administration and Technical Oversight
- Conceptual Design and Pre=Engineering
- Owner and Operational Governance Structure
- Legal Fees – Operation and Regulatory
- Community and Stakeholder Outreach and Education

Projected Budget **\$456,500**

Phase Three

- Design and Engineering

Projected Budget **\$3,000,000**



to Flagstaff

Verde Valley
Verde Canyon

Oak Creek Canyon

VERDE VALLEY

REGIONAL
ECONOMIC ORGANIZATION

Clar
Jerc

Mingus Mountain Cottonwood

to Prescott

to Flagstaff

17

Collaborating for Success In the Verde Valley

to Phoenix

ARIZONA

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Collaborating for Success

Jeff Sobotka: Vice President & State Broadband Director,
Arizona Commerce Authority

Teri Drew: Regional Director, NACOG

Brad Burgess: Director of Broadband, ADOT

Derek Masseth: Executive Director, Sun Corridor Network

Dominic Pagliuca: Senior Manager Strategic Fiber, APS



January 5, 2021

Cynthia Ptak
Economic Development Administration
915 2nd Ave, Room 1890
Seattle WA 98174

RE: Letter of Support: EDA Conceptual Design and Pre-engineering Grant Application

Dear Ms. Ptak,

The city of Cottonwood clearly supports the Verde Valley Regional Economic Organization's (VVREO) application to the Economic Development Administration (EDA) for conceptual design and pre-engineering of the Verde Valley Middle-Mile Broadband Infrastructure Project.

This project addresses identified community and economic development needs for Cottonwood and the broader Verde Valley. High speed Internet is the backbone infrastructure that drives the economy today. Having fast and reliable Internet service supports education, healthcare, public safety, and economic development. Broadband is critical infrastructure for the continue sustainable development of our community.

Additionally, the COVID-19 pandemic has highlighted and magnified broadband as a critical issue facing rural communities throughout the country including the Verde Valley.

This funding request for the conceptual design and pre-engineering is the next step to moving forward. We are happy to support and partner with VVREO in this effort for this project supports the goals of the City Council's 2021-2023 Strategic Plan.

The city recognizes the importance of this partnership and is prepared to match the grant both with financial and in-kind contributions. This project aligns with our efforts to diversify our economy, create higher-wage jobs, and attract private investment.

Please feel free to reach out to me directly at 928-634-5526 if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read 'Tim Elinski', written over a light blue horizontal line.

Tim Elinski, Mayor
City of Cottonwood

City of Cottonwood, Arizona
City Council Agenda Communication



Meeting Date:	June 8, 2021
Subject:	Presentation, discussion and direction to staff in regards to the Verde Valley Housing Assessment; options for a local housing assistance program; and a proposed Intergovernmental Agreement with the City of Sedona for a jointly-funded Housing Manager position.
Department:	Administrative Services
From:	Ryan Bigelow, Library Director

REQUESTED ACTION

Discussion and direction to staff in regards to a proposed Intergovernmental Agreement with the City of Sedona for a jointly funded Housing Manager position; options for a local housing assistance program; and additional strategies for addressing the housing affordability problem as identified in the Verde Valley Housing Assessment.

SUGGESTED MOTION

If the Council desires to approve this item the suggested motion is: N/A. Staff is seeking direction only at this time.

BACKGROUND

Yavapai County, Cottonwood, Sedona, Camp Verde, Clarkdale, Jerome, the Verde Valley Regional Economic Organization, and Yavapai College contracted with Elliott D. Pollack & Co. and Sheila D. Harris Consulting Services to conduct the Verde Valley Housing Study. In addition to the study a community housing needs survey was conducted which resulted in 1849 surveys being collected Verde Valley wide to complement the study. Mr. Rick Merritt and Ms. Harris presented the results to the original committee just a few weeks ago. Tonight, Ms. Chicoine and Mr. Corbin will present a shorter summary of the results to Council.

Presentation slides are attached that provide most of the details to discussed. In addition the draft IGA with Sedona is attached for review as well as the job description for the new housing manager position.

JUSTIFICATION/BENEFITS/ISSUES

The lack of affordable housing and the housing shortage in general is a significant factor in the inability of small businesses to find and keep qualified employees. The study provides details on how bad the housing crisis really is in the Verde Valley. After reviewing the study, two ideas will be presented that will at least begin the City's efforts in addressing this crisis and a top City priority.

The first idea is to hire a housing manager in partnership with the City of Sedona. This person will bring much needed housing expertise to the Valley. Some of the solutions mentioned in the study need to be led by an expert: someone who understands how to work with the AZ Department of Housing; how land trusts work; how to secure low-income housing credits; etc.

The second idea would be to start a housing assistance program. Again this would be in partnership with Sedona. Both entities would separately contract with Housing Solutions of Northern Arizona to implement and manage the program (saving the City administrative costs). They will present the program to Council and seek guidance on several key decision points, including who would be eligible; how much would be loaned; how the City would be repaid; etc.. They have been managing similar programs for the City of Flagstaff and Coconino County for over 15 years (flyers for these programs are attached).

Staff will then be open to discuss other solutions that the Council wants staff to begin to explore. For example, staff is working with the developers of Inspiration Apartments to look at some type of rent controlled units. The City is also working with builders of 3D homes. Again, staff will look for guidance on any other program or initiative that Council desires to explore.

COST/FUNDING SOURCE

Staff is proposing to use funds that were made available by the use of CARES Act funds for Public Safety salaries and benefits to seed a housing assistance program. Staff proposes that up to \$400,000 be set aside for the program itself with additional funds being used for the administration of the program.

An intergovernmental agreement between the City of Sedona and the City of Cottonwood for a Housing Manager would be split 55% - 45% with the person being a City of Sedona employee and the City of Cottonwood responsible for 45% of the cost, including benefits. Again, this could be funded for two years with funds available through the use of CARES Act funds previously received by the City and used for Public Safety salaries and benefits.

ATTACHMENTS:

File Name	Description	Type
VV_Housing_Study_Cottonwood_Presentation_6-8-21.pptx	Verde Valley Housing Study	Presentation
City_of_Cottonwood_Homebuyer_Assistance_Program_Council_Presentation_6.2021_(002).pptx	Homebuyer Assistance Programs	Presentation
Sedona-Cottonwood_IGA_for_Housing_Manager_5.17.21.docx	Intergovernmental Agreement for Joint Funding of a Verde Valley Housing Manager and Job Description	Backup Material
CHAP_Flier.pdf	Community Housing Assistance Program - EXAMPLE	Backup Material
City_of_Flagstaff_EAH_Flier.pdf	Employer Assisted Housing Program - EXAMPLE	Backup Material
WISH_Flier.pdf	Workforce Initiative Subsidy for Homeownership - EXAMPLE	Backup Material
Housing_Manager_Job_Description_updated_5.13.21.docx	Housing Manager JD	Cover Memo

Representing the Verde Valley Communities:

Camp Verde, Clarkdale, Cottonwood, Jerome, Sedona, Unincorporated Yavapai County including Beaver Creek (Lake Montezuma, Rimrock, McGuireville), Bridgeport, Cornville, Page Springs, Verde Villages, Village of Oak Creek and the Yavapai-Apache Nation

April 2021

Verde Valley Housing Existing Conditions Needs Assessment Tools for Change

May 2021

Elliott D. Pollack & Co.
Sheila D. Harris Consulting Services



Sponsored By



"Inspiring a Vibrant Community"



The Team

- **Elliott D. Pollack & Company – Lead Consultant**
 - Rick Merritt, President
 - Danny Court, Senior Economist

- **Sheila D. Harris Consulting Services**
 - Consultant to affordable housing developers



Agenda

- **Existing Conditions**
- **Housing Gap Assessment**
- **Potential Solutions**



Existing Conditions

(Based on projected 2018 census data)



Verde Valley Population History & Forecast

Year	Camp Verde	Clarkdale	Cottonwood	Jerome	Sedona	Unincor. County	Total Verde Valley
1990	6,243	2,144	5,918	403	7,720	13,991	36,419
2000	9,451	3,422	9,179	329	10,192	22,534	55,107
2010	10,875	4,103	11,238	441	10,020	25,717	62,393
2018	11,113	4,328	12,133	447	10,305	26,352	64,678
2020	11,224	4,403	12,292	444	10,382	27,155	65,899
2030	11,612	4,669	12,857	418	10,777	29,122	69,456
2040	12,334	5,033	13,739	399	11,511	31,193	74,210
2050	13,025	5,364	14,557	372	12,333	33,083	78,734
2020-2050 Change	1,802	961	2,265	(72)	1,951	5,928	12,835

Source: U.S. Census Bureau; Office of Economic Opportunity



Average Household Size & Median Age

Community	Household Size			Median Age
	Average	Owner	Renter	
Camp Verde	2.56	2.42	2.87	40.7
Clarkdale	1.89	1.82	2.03	57.3
Cottonwood	2.19	2.20	2.18	33.8
Jerome	2.03	2.24	1.58	53.8
Sedona	1.96	2.01	1.84	61.2
Cornville	2.38	2.39	2.26	54.7
Lake Montezuma	2.33	2.42	2.16	56.3
Verde Village	2.64	2.57	2.82	47.5
Village of Oak Creek	1.98	1.91	2.13	62.8
Verde Valley	2.25	2.23	2.29	52.5

Source: 2014-2018 and 2015-2019 American Community Survey 5-Year Estimates



Median & Average Household Incomes

Municipalities	Median Income	Average Income
Camp Verde	\$40,000	\$52,849
Clarkdale	\$48,685	\$60,577
Cottonwood	\$34,209	\$46,138
Jerome	\$43,523	\$67,519
Sedona	\$60,015	\$85,574
Unincorporated Areas		
Cornville	\$54,400	\$68,065
Lake Montezuma	\$40,892	\$49,065
Verde Village	\$49,935	\$65,150
Village of Oak Creek	\$56,263	\$84,379
Total Verde Valley	\$47,558	\$64,390

Source: 2014-2018 American Community Survey 5-Year Estimates



Tenure By Age of Householder

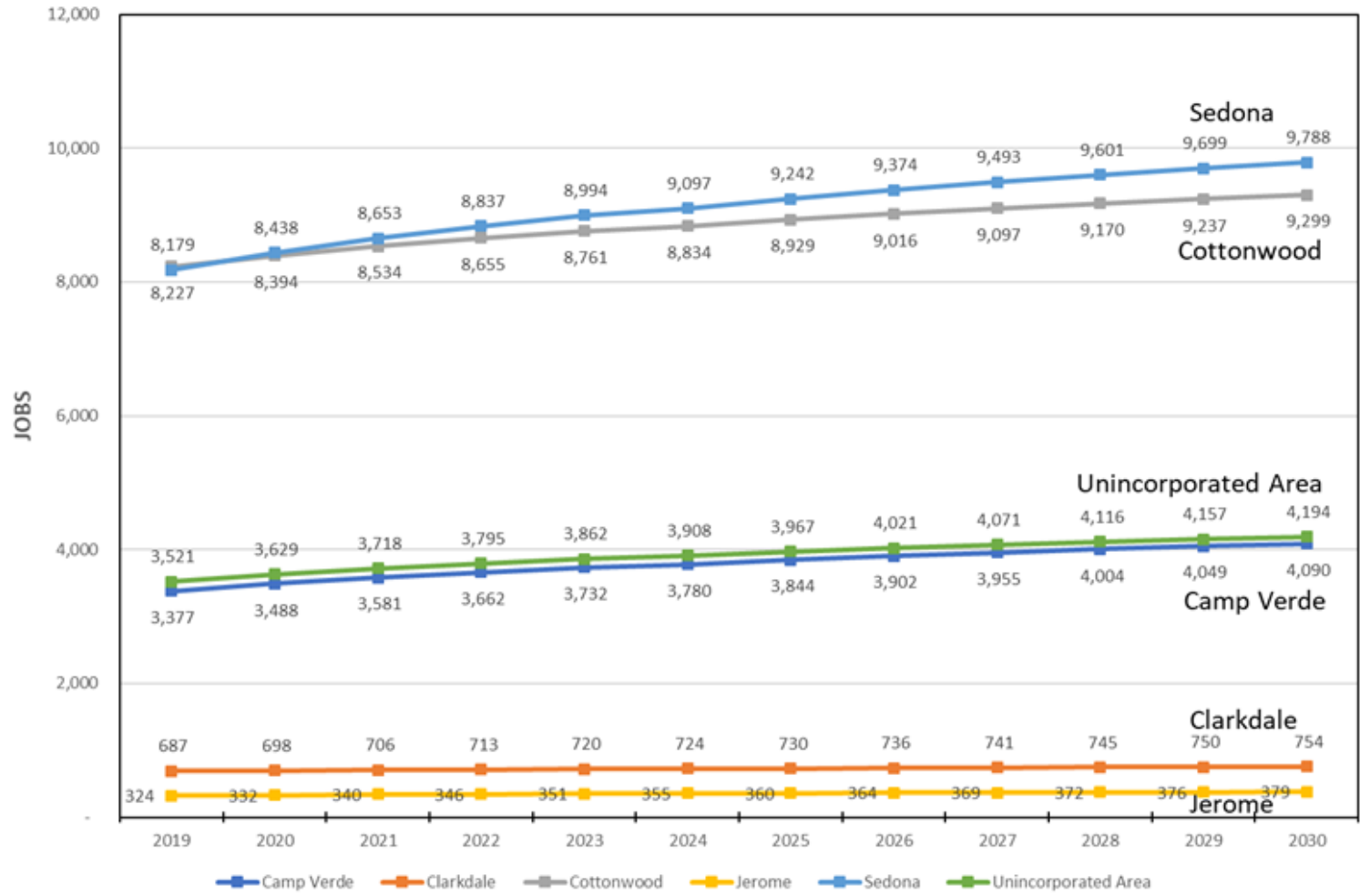
Age	2010	2019	Change
Total Households	27,885	28,480	595
Owner	18,875	19,947	1,072
Renter	9,010	8,533	(477)
15 to 24 years	967	612	(355)
25 to 34 years	2,469	2,131	(338)
35 to 44 years	3,257	2,982	(275)
45 to 54 years	4,927	3,557	(1,370)
55 to 59 years	3,439	3,242	(197)
60 to 64 years	2,872	3,468	596
65 to 74 years	5,439	7,480	2,041
75 to 84 years	3,139	3,653	514
85 years +	1,376	1,355	(21)
Median Age of Population	46.8	52.5	

Sources: ACS 2010 and 2019 5-Year Estimates



Verde Valley Community Employment Forecast 2019 - 2030

Source: EMSI



Demographic & Economic Summary

- The Verde Valley is forecasted to grow by about 13,000 persons over the next 30 years.
- Employment forecast is 4,200 jobs over next 10 years.
- Employee commuting patterns are an important indicator of the difficulty in finding affordable housing. In Cottonwood, 77% of residents leave the city to work each day.



Demographic & Economic Summary

- The Verde Valley is losing population in the age groups from 15 to 59 years of age. As a result, the median age of the population now stands at 52.5 years compared to 46.8 years in 2010.
- The strengths of the Verde Valley economy are:
 - Construction & Mining
 - Education & Health Services
 - Leisure & Hospitality
 - Government



Total Housing Units by Unit Type

Unit Type	Camp Verde		Clarkdale		Cottonwood		Jerome		Sedona		Uninc. Area		Verde Valley	
	Units	%	Units	%	Units	%	Units	%	Units	%	Units	%	Units	%
Total housing units	4,488		2,267		5,887		272		6,788		13,624		33,326	
1-unit, detached	2,858	63.7%	1,564	69.0%	2,911	49.4%	197	72.4%	4,976	73.3%	9,033	66.3%	21,539	64.6%
1-unit, attached	105	2.3%	202	8.9%	305	5.2%	13	4.8%	253	3.7%	412	3.0%	1,290	3.9%
2 units	-	0.0%	213	9.4%	468	7.9%	24	8.8%	193	2.8%	424	3.1%	1,322	4.0%
3 or 4 units	158	3.5%	110	4.9%	189	3.2%	21	7.7%	129	1.9%	231	1.7%	838	2.5%
5 to 9 units	48	1.1%	-	0.0%	287	4.9%	7	2.6%	139	2.0%	259	1.9%	740	2.2%
10 to 19 units	32	0.7%	-	0.0%	237	4.0%	-	0.0%	83	1.2%	235	1.7%	587	1.8%
20 or more units	12	0.3%	-	0.0%	322	5.5%	4	1.5%	94	1.4%	305	2.2%	737	2.2%
Mobile home	1,237	27.6%	178	7.9%	1,168	19.8%	6	2.2%	902	13.3%	2,669	19.6%	6,160	18.5%
Boat, RV, van, etc.	38	0.8%	-	0.0%	-	0.0%	-	0.0%	19	0.3%	56	0.4%	113	0.3%

Source: 2014-2018 American Community Survey 5-Year Estimates

Occupied Mobile Home Inventory by Year Built

Year Built	Camp Verde	Clarkdale	Cottonwood	Jerome	Sedona	Uninc. Area	Verde Valley
Mobile Homes	1,081	138	978	6	829	2,232	5,264
Before 1979	320	-	138	6	417	590	1,471
% Before 1979	29.6%	0.0%	14.1%	100.0%	50.3%	26.4%	27.9%

Source: 2014-2018 American Community Survey 5-Year Estimates



Seasonal Housing Units Verde Valley

Community	Seasonal Units	Seasonal % of Total Units
Camp Verde	162	3.6%
Clarkdale	41	1.8%
Cottonwood	372	6.3%
Jerome	26	9.7%
Sedona	928	13.7%
Uninc. Area	1,255	9.2%
Verde Valley	2,786	8.4%
Arizona	196,210	7.3%

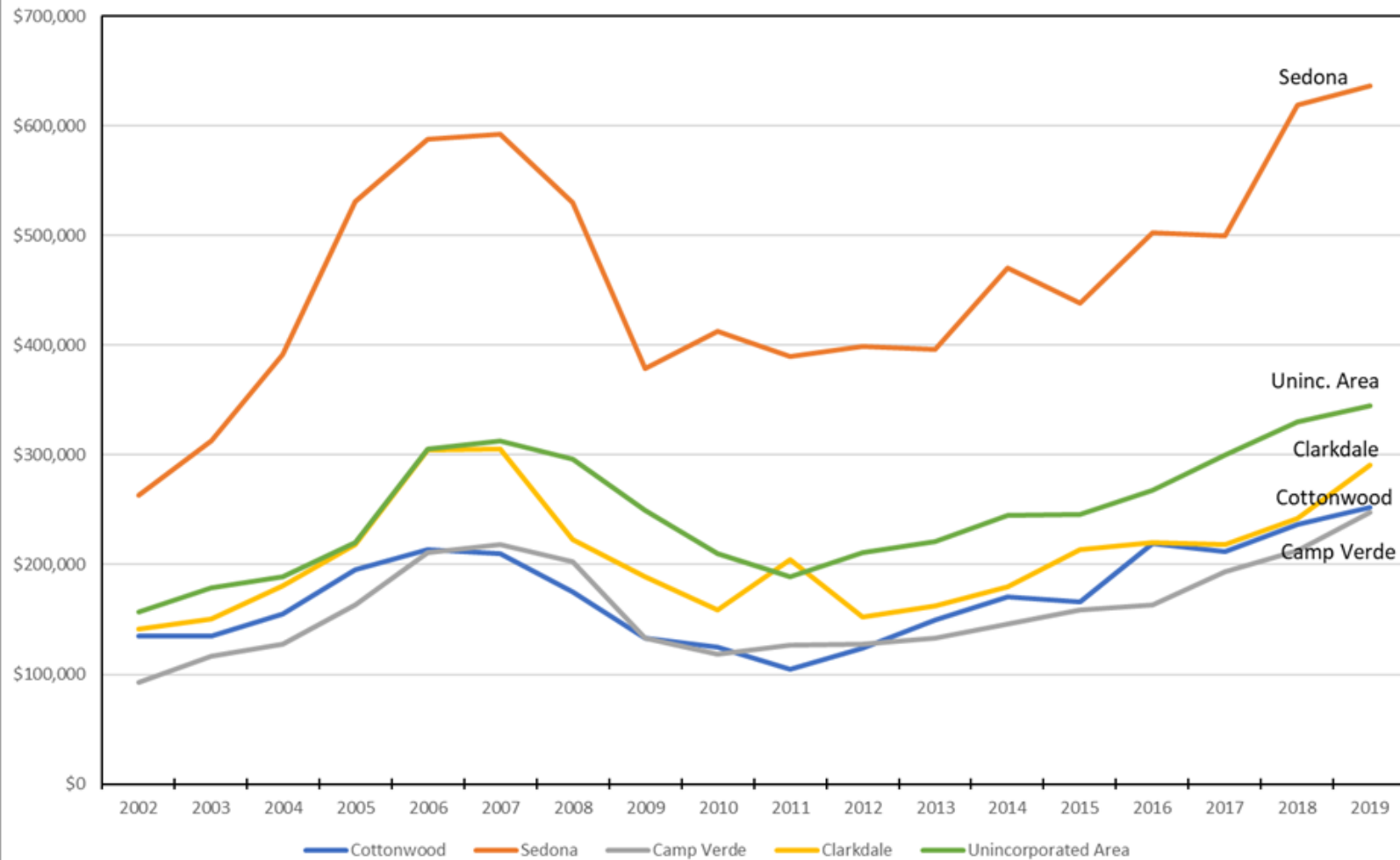
Source: 2014-2018 American Community Survey 5-Yr Estimates



Verde Valley Housing Sales 2002 - 2019

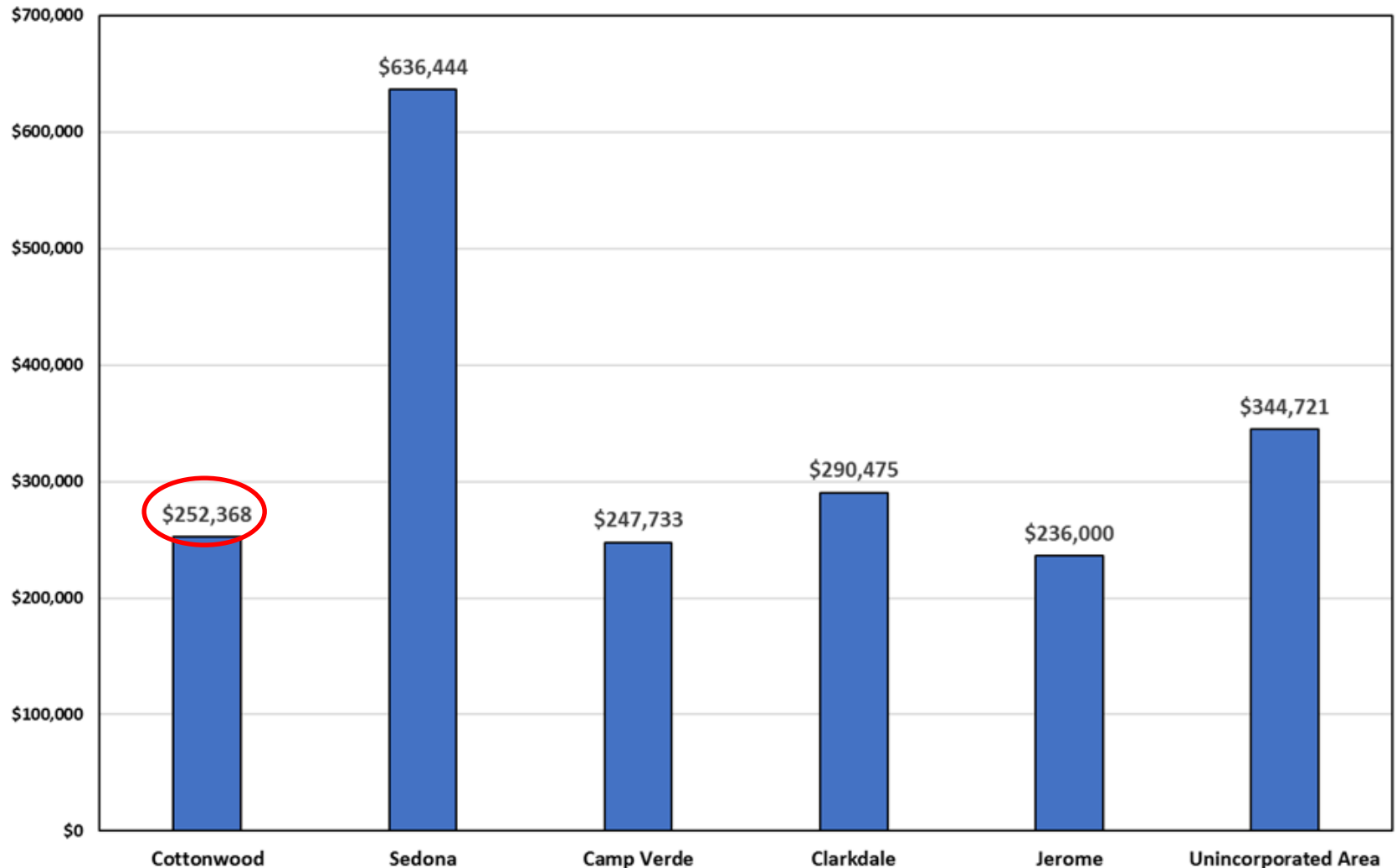
Average Sale Price

Source: Yavapai & Coconino County Assessors



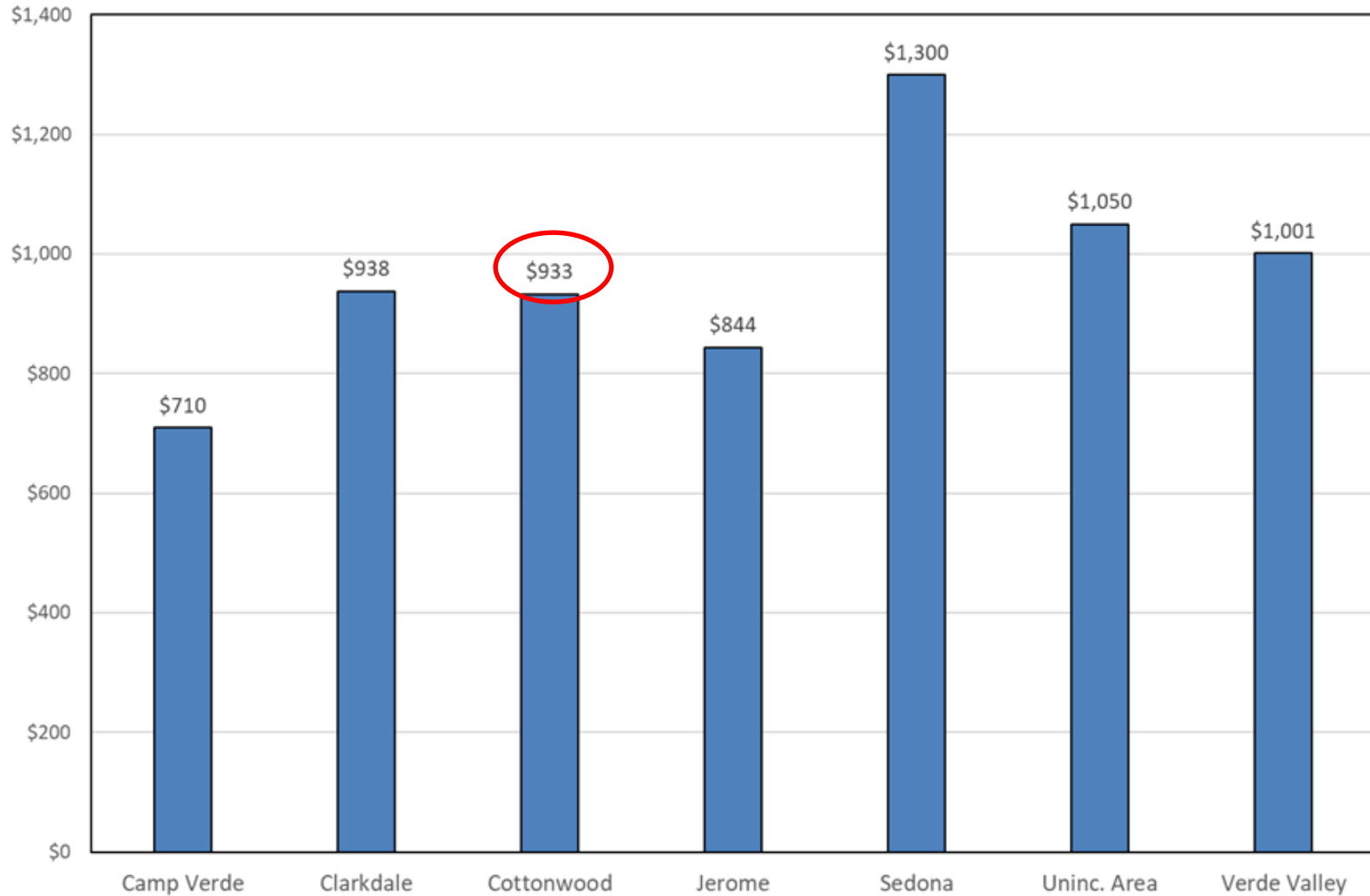
2019 Average Housing Price Verde Valley

Sources: Yavapai & Coconino County Assessor



2019 Median Gross Rent

Source: 2015-2019 American Community Survey 5-Year Estimates



Verde Valley Apartment Inventory

Community	Units	% of Total
Camp Verde	135	9.5%
Clarkdale	67	4.7%
Cottonwood	879	61.7%
Jerome	24	1.7%
Oak Creek	74	5.2%
Sedona	246	17.3%
Total	1,425	100.0%

Source: Elliott D. Pollack & Co.



Yavapai County Average Rents

Year	Average Rent	% Change
2010	\$665	
2011	\$687	3.4%
2012	\$651	-5.3%
2013	\$676	3.9%
2014	\$751	11.1%
2015	\$803	6.9%
2016	\$832	3.7%
2017	\$922	10.8%
2018	\$1,019	10.5%
2019	\$1,121	10.0%

Source: Zillow



HUD Fair Market Rents 2015 & 2020

Community	Zip Code	2015	2020	% Change
Camp Verde	86322	\$850	\$1,032	21.4%
Clarkdale	86324	\$1,092	\$1,148	5.1%
Cornville	86325	\$982	\$1,512	54.0%
Cottonwood	86326	\$872	\$1,096	25.7%
Jerome	86331	\$962	\$962	0.0%
Rimrock	86335	\$850	\$1,118	31.5%
Sedona	86336	\$1,126	\$1,512	34.3%
Oak Creek	86351	\$1,082	\$1,298	20.0%

Source: HUD Fair Market Rents



Housing Cost Burden By Community

Community	Occupied Housing Units	Cost Burdened Units	% Cost Burdened Units	Share of Verde Valley Burdened Units
Camp Verde	3,956	1,144	28.9%	11.1%
Clarkdale	2,226	1,034	46.5%	10.0%
Cottonwood	5,253	2,135	40.6%	20.7%
Jerome	227	62	27.3%	0.6%
Sedona	5,348	2,275	42.5%	22.0%
Uninc. Area	11,414	3,686	32.3%	35.7%
Totals	28,424	10,336	36.4%	100.0%

Source: 2018 American Community Survey 5-Year Estimates



Affordable Rents For Critical Personnel & Service Workers Yavapai County

Occupation	Annual Wage	Affordable Payment*	Affordable Rent
Teacher	\$46,000	\$1,150	\$1,000
Police	\$54,900	\$1,373	\$1,223
Firefighter	\$53,400	\$1,335	\$1,185
Registered Nurse	\$82,050	\$2,051	\$1,901
LPN	\$54,100	\$1,353	\$1,203
Nursing Assistants	\$33,800	\$845	\$695
Restaurant Cook	\$31,200	\$780	\$630
Waiter	\$40,000	\$1,000	\$850
Housekeeping	\$31,200	\$780	\$630
Area Median Family Income 2020 (HUD)	\$64,600	\$1,615	\$1,465

*Includes rent and utilities

Source: AZ OEO, U.S. Dept. of Labor 2019



Housing Summary

- The term “affordable housing” refers to the continuum of housing demand including both low income and workforce households.
- In Clarkdale, Cottonwood, & Sedona, more than 40% are cost burdened, paying more than 30% of income for housing.
- Single family detached units and mobile home units account for 83% of all housing units in the Verde Valley.
- Of 33,300 housing units in the Valley, only 1,400 units are in traditional apartment complexes.



Affordable Housing Gap Analysis



Verde Valley Housing Cost Burden Summary

	Camp Verde	Clarkdale	Cottonwood	Jerome	Sedona	Yavapai County	Total Verde Valley
Total Households	3,956	2,226	5,253	227	5,348	11,414	28,424
Cost Burdened Households	1,144	1,034	2,135	62	2,275	3,686	10,336
% Cost Burdened Households	28.9%	46.5%	40.6%	27.3%	42.5%	32.3%	36.4%
Paying 30%-50% of Income	554	882	1,174	14	1,060	2,024	5,708
Paying More Than 50% of Income	590	152	961	48	1,215	1,662	4,628
% Paying More Than 50% of Income	14.9%	6.8%	18.3%	21.1%	22.7%	14.6%	16.3%

Source: 2018 American Community Survey 5-Year Estimates

The housing cost burden for the U.S. is 30.6% and for Arizona it is 29.0%.



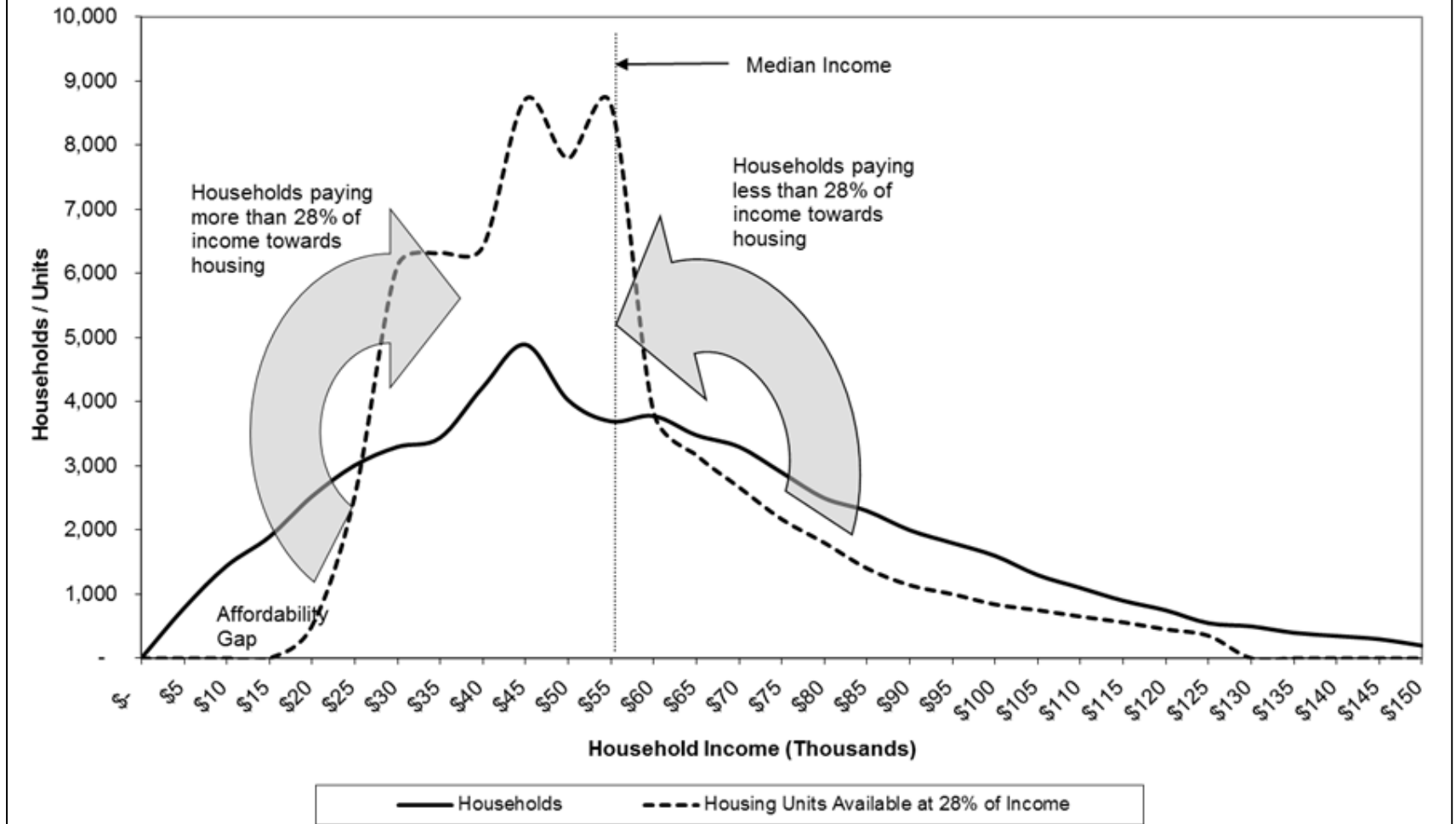
Affordability Gap Analysis

Two Components of Affordable Demand:

- Existing affordable housing demand
- Demand from employment growth as region increases in jobs

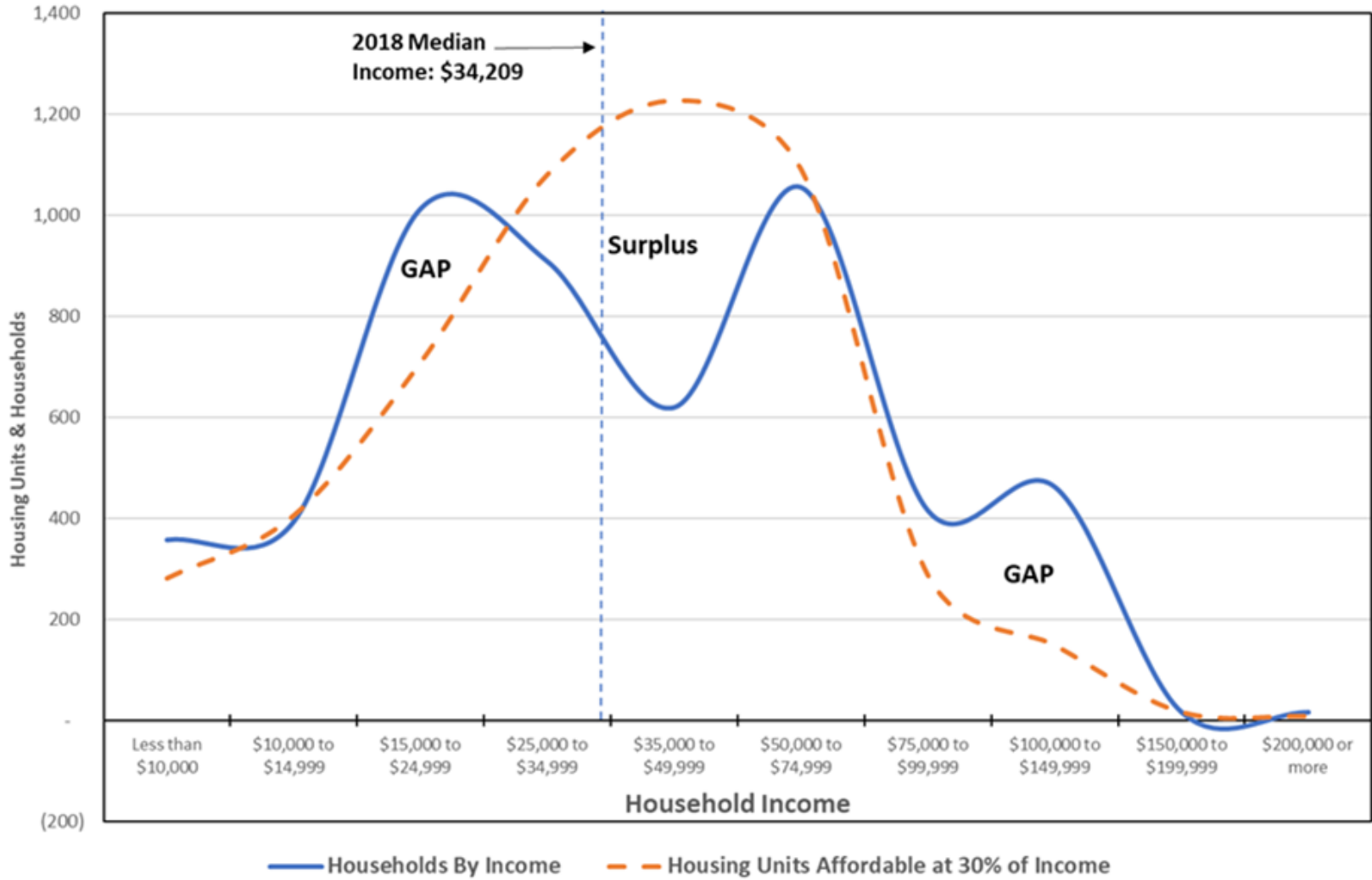


Affordability Gap Illustration



Cottonwood Affordability Gap

Sources: U.S. Census, Yavapai & Coconino County Assessors



Housing Gap Estimate By Income Range Verde Valley

Household Income Range	Camp Verde	Clarkdale	Cottonwood	Jerome	Sedona	Unincor. County	Total
Less than \$10,000	(82)	(94)	(76)	(5)	(205)	(209)	(671)
\$10,000 to \$14,999	30	(146)	(64)	(0)	(512)	(546)	(1,238)
\$15,000 to \$24,999	(95)	(280)	(370)	(11)	(747)	(782)	(2,285)
\$25,000 to \$34,999	(27)	(34)	(198)	4	(972)	(606)	(1,833)
\$35,000 to \$49,999	42	(12)	409	(10)	(981)	(195)	(746)
\$50,000 to \$74,999	(57)	11	444	(7)	(1,154)	42	(722)
\$75,000 to \$99,999	9	39	316	12	(1,258)	23	(859)
\$100,000 to \$149,999	10	(86)	2	35	(943)	(112)	(1,094)
\$150,000 to \$199,999	80	71	2	15	(448)	(222)	(501)
\$200,000 or more	4	-	(5)	0	-	(0)	(2)

Source: 2018 American Community Survey 5-Year Estimates



Affordable Housing Demand From Employment Growth

Community	5-Year Demand	Annual Demand
Camp Verde	160	32
Clarkdale	15	3
Cottonwood	241	48
Jerome	12	2
Sedona	362	72
Unincorporated Area	151	30
Total	943	189

Source: EMSI



Verde Valley Five-Year Affordable Housing Demand

Community	Existing Gap Demand	Forecasted Employment 5-Yr. Demand	Total 5-Yr. Demand	% of Total Demand
Camp Verde	95	160	255	6.8%
Clarkdale	280	15	295	7.9%
Cottonwood	370	241	611	16.3%
Jerome	11	12	23	0.6%
Sedona	1,258	362	1,620	43.3%
Unincorporated Area	782	151	933	25.0%
Total	2,796	943	3,739	100.0%

Source: EMSI



Potential Solutions



Tool Kit

Apartment Development	
Costs of Development	Tools
<p>Land Costs 15%-20% of total costs</p>	<ul style="list-style-type: none"> Community Land Trust Land Banks Use of City-owned land Density bonuses Zoning/General Plan policies City contribution to lower private land costs (Gap financing)
<p>Soft Costs 15%-20% of total costs (Design, Entitlement, Permits)</p>	<ul style="list-style-type: none"> Waiver of permit fees Waiver/reimbursement of development fees Expedited review of plans Flexible design standards Streamlining of development requirements & processes Apartment development by-right
<p>Hard Costs 60%-70% of total costs (Labor & Building Materials)</p>	<ul style="list-style-type: none"> Waiver of construction sales tax Consistency in Building Codes Reduced parking requirements City assistance with infrastructure improvements Direct capital funding of development costs (Gap financing) Partnerships with private developers & non-profits



Zoning & Planning

Zoning & General Plan Summary Verde Valley Communities		
Jurisdiction	Multifamily Zoning	General Plan
Camp Verde	R-2 District	2016 General Plan includes a Housing Element.
	Density permitted: Unspecified	Affordable housing policies/goals not addressed.
Clarkdale	R-3 District	2012 General Plan has a Housing Element.
	14.5 units/acre maximum	Affordability is addressed in the Plan. The 2022 Plan update will also include a Housing Element.
Cottonwood	R-3 and R-4 Districts	2014 General Plan has a sophisticated Housing Element.
	29 units/acre maximum	Affordability is a significant part of the Housing Element.
Jerome	R-2 District only permits single & two-family dwellings	2018 General Plan addresses STRs, encourages affordable housing.
Sedona	RM-1 zone: 8 units per acre	2014 General Plan has a Housing Element.
	RM-2 zone: 12 units per acre	No particular policies on Affordable Housing.
	RM-3 zone: 20 units per acre	
	Design Incentives & Guidelines for Affordable Housing (DIGAH)	
Yavapai County	Density of 14.5 units/acre maximum	2012 Comprehensive Plan does not have a Housing Element.



Potential Solutions

- Affordable Housing Policies
- Community Land Trust
- City Owned Land
- Deed Restricted Housing
- Development Incentives
- Alternative Housing Types
- Staffing and Funding
- Low Income Housing Tax Credit Program (LIHTC)
- Private Activity Bonds (PABs)



Next Steps

- Identify structure of a Verde Valley regional, cooperative affordable housing approach.
- Identify the tools that communities can adopt to promote affordable housing.
- Prepare a Five-Year Strategy.



Homebuyer Assistance Programs

Closing Cost & Down Payment Assistance Programs for the Workforce





Housing Solutions of NAZ

- ▶ Housing Solutions of Northern Arizona (HSNA), formerly The Affordable Housing Coalition and BOTHANDS, is a HUD-approved housing counseling agency and an Arizona nonprofit corporation.
- ▶ Geographic service area: Coconino, Yavapai & Mohave counties.
- ▶ We have been providing one-on-one pre-purchase housing counseling since 1999, when we originally partnered with the City of Flagstaff to administer a down-payment assistance program, funded by City of Flagstaff general funds.
- ▶ We also offer:
 - ▶ Foreclosure mitigation counseling
 - ▶ Financial literacy/credit counseling
 - ▶ Rental counseling



The Benefits of Housing Solutions of NAZ

- ▶ HSNA has a 22-year history of designing and administering down payment/closing cost assistance programs.
- ▶ Our model combines loan administration with individualized pre-purchase counseling, ensuring buyers make informed decisions about their home purchase and have resources to overcome barriers to homeownership such as high debt or poor credit.
- ▶ Volunteer Housing Assistance Programs committee oversees all loans and advises on program design.
- ▶ HSNA can layer City-funded assistance with other programs, such as WISH and State of Arizona funds (when those programs are available).
- ▶ HSNA staff work extensively with lenders to ensure assistance programs meet Fannie Mae, Freddie Mac and FHA guidelines. We've adjusted program design, assistance amount, repayment, etc. over time to meet lending guidelines.



HSNA's Homebuyer Impact

- ▶ 426 households received financial assistance (City of Flagstaff, WISH/IDEA program, HSNA-funded, County EAH, or State funds administered by HSNA) to purchase a first home in Coconino, Yavapai or Mohave county.
 - ▶ 1,119 individuals (average household size of 2.6 people)
- ▶ 39% of homebuyers were female-headed households
- ▶ Average AMI served = 80.12%
 - ▶ Average AMI served in past two years = 101.98% (AMI has been increasing as lower-income households have gotten priced out of the market)
- ▶ Average household annual income = \$41,292
 - ▶ Average household income in past two years = \$65,376 (household incomes have been increasing)



HSNA's Homebuyer Impact

- ▶ Administered funding from various sources:
 - ▶ \$3.67 million in City of Flagstaff general funds
 - ▶ \$1.72 million in WISH/IDEA funds
 - ▶ \$1.12 million in HSNA grant funds
 - ▶ \$872,000 in State of AZ funds
 - ▶ \$204,000 in Coconino County EAH funds
- ▶ Leveraged \$2.65 million in client contributions
 - ▶ (average = \$6,236/household)
- ▶ Leveraged \$61.84 million in mortgage financing
 - ▶ Average household mortgage = \$170,197. Avg. mortgage amount last two years = \$232,265, as prices have increased.
- ▶ 2.2% foreclosure rate over the past 20 years – last time we assessed (3 yrs ago)



The Data

The City of Flagstaff's financial assistance program has really benefitted our local workforce. Buyers have been employed at the following companies:

Northern Arizona University (32)	Coconino County (27)
City of Flagstaff (40)	Restaurant/Hospitality (33)
WL Gore (33)	NAZ Healthcare (26)
Nonprofit (17)	Education (32)



The Impact


- ▶ Purchasing a first home in Flagstaff enabled my family to...
 - ▶ “... have a place that we can call our own, to make memories, to build a family and to have roots in the city we love.” –Jamie & Eli
 - ▶ “... feel a sense of pride and belonging in Flagstaff and to become a member of the Flagstaff community.” – GR
 - ▶ “... establish a solid foundation in life, instead of constantly moving and living in other people’s homes and always having to move if things changed. We have been in the same home now for 17 years.” –Marjorie
 - ▶ “... stop renting and establish a more permanent presence in this community.” --Ron



The Impact




- ▶ Without the City's down payment/closing cost assistance, I would have ...
 - ▶ "... never purchased a home here in Flagstaff, and [I] would have moved away." – GR
 - ▶ "... not been able to purchase a home at a price I could afford." – JJ
 - ▶ "... not been able to buy my house. As a single mother raising four children, I was unable to save enough money for a down payment toward a home." Debbi
 - ▶ "... not been able to purchase my home. I deeply appreciate that this service was available." –Rosalie
 - ▶ "... given up on finding a home and moved." -- Julia




Community Homebuyer Assistance Program (CHAP)

- ▶ Community-wide down payment/closing cost assistance program, which provides no-interest & no-payment loans to first-time Flagstaff homebuyers.
- ▶ Matching program, providing a 3 to 1 match on buyer contribution toward purchase of a first home.
- ▶ Maximum assistance amount per household = \$15,000.00.
- ▶ All clients benefit from one-on-one housing counseling (following HUD guidelines for evaluating household finances, action plans, etc.) and online homebuyer education.
- ▶ Home must be located in City of Flagstaff city limits.
- ▶ Annual household income must not exceed 125% of the area median income, adjusted for family size.
- ▶ Household housing ratio not to exceed 35% of gross monthly income and combined debt-to-income ratio not to exceed 45% of gross monthly income (exceptions only with compensating factors).
- ▶ Home must be owner-occupied, verified annually.



Community Homebuyer Assistance Program (CHAP)

- ▶ CHAP assistance is a loan. It is NEVER forgiven.
- ▶ Funds are repaid when the home is no longer owner occupied, when the home is sold or if the owners refinance their first mortgage to access equity in the home.
- ▶ Repayment is based on a equity-sharing model.
 - ▶ If a homebuyer receives \$10,000 to purchase a \$100,000 house, that would be 10% of the purchase price. When they sell their home, they will repay the amount borrowed or 10% of the sales price, whichever is greater.
 - ▶ If a homeowner in the scenario above sells their home for \$150,000, due to market appreciation, they would repay 10% of the sales of the price, which equals \$15,000.
 - ▶ In this scenario, the homeowner made \$45,000 in market appreciation, which they could not access if they were unable to purchase the home to begin with.



City of Flagstaff's Employer-Assisted Housing Program (EAH)

- ▶ EAH assistance available to CoF employees who have worked for the city in a full-time, non-temporary position for at least a year and whose most recent performance evaluation shows they are meeting or exceeding expectations.
- ▶ No household income guidelines.
- ▶ Must be a first-time Flagstaff homebuyer (not owned a home in Flagstaff in the past 3 years)
- ▶ Up to \$10,000.00 available in EAH assistance per employee/household. If two employees purchase a home together, the total household benefit cannot exceed \$10,000.
- ▶ EAH assistance is a no-payment, no-interest loan that is forgiven on a pro-rata basis over a retention period (City of Flagstaff set their retention period to be 10 years).
- ▶ At the end of the retention period, EAH assistance is forgiven.
- ▶ Household must complete homebuyer counseling & online homebuyer education.
- ▶ Repayment is triggered if any of the following happen during the retention period:
 - ▶ Separation of employment
 - ▶ Home not owner-occupied
 - ▶ Home is sold
 - ▶ Mortgage is refinanced to pull equity out of the home (cash-out refi)



Workforce Initiative Subsidy for Homeownership Program (WISH)

- ▶ Funded by the Federal Home Loan Bank of San Francisco to benefit low-income households with incomes under 80% of the area median income
 - ▶ Matching program where client can receive a 4 to 1 match on their contribution. Maximum assistance amount = \$22,000.00.
 - ▶ Can be used in layers with other down payment assistance programs.
 - ▶ Home must be located in Coconino, Yavapai or Mohave county.
 - ▶ Household must complete homebuyer counseling & online homebuyer education.
 - ▶ WISH assistance is forgiven on a pro-rata basis over a 5-year occupancy period. At the end of the five-year period, the loan is forgiven and that equity is then the buyers'/owners' equity in the home.
 - ▶ Goal of the program is to enable low-income households to build wealth.



Design of a Cottonwood Program

- ▶ Housing Solutions' housing counselors can work with city staff, community stakeholders and others to design a program that would work to meet the needs of the Cottonwood community.
- ▶ All programs need to have flexibility or a mechanism for design adjustments to continue to meet market conditions and community need.
- ▶ There are many design elements that can be adjusted based on community values: amount of assistance available per household, the type of household(s) assisted (based on employment or household income), if the assistance is a loan or a grant, if assistance is repaid or forgiven over time. This flexibility can benefit a community ensure ongoing community benefit.

Questions?

Devonna McLaughlin

CEO, Housing Solutions of N. Arizona, Inc.

(928) 214-7456

devonnam@housingnaz.org



INTERGOVERNMENTAL AGREEMENT FOR JOINT FUNDING OF A VERDE VALLEY HOUSING
MANAGER

This Intergovernmental Agreement (this "Agreement") is made and entered into as of _____ day of _____, 2021 (the "effective date"), by and between the City of Cottonwood and the City of Sedona, both Arizona municipal corporations.

RECITALS

WHEREAS, National Low Income Housing Coalition ranks the State of Arizona as third-worst in the Nation for affordable housing; and the Cities of Cottonwood and Sedona and the Verde Valley are experiencing an extreme affordable housing and workforce housing shortage; and

WHEREAS, Cottonwood and Sedona desire to encourage the development of affordable housing and workforce housing; and

WHEREAS Cottonwood and Sedona are authorized pursuant to A.R.S. § 9-461.05 to plan for the improvement of housing affordability designed to make equal provision for the housing needs of all segments of the community regardless of race, color, creed or economic level; and are authorized pursuant to A.R.S. § 9-441 through § 9-441.07 to declare areas in serious need of housing; and

WHEREAS, the parties are authorized to enter into intergovernmental agreements for joint or cooperative action pursuant to A.R.S. § 11-951 through § 11-954.

AGREEMENT

NOW, THEREFORE, in consideration of the mutual promises and covenants contained herein, the parties hereby agree as follows:

- I. Employee. Sedona shall recruit, select and employ a Housing Manager (the "Employee") who shall perform the functions of the Position Description, attached hereto as Exhibit A and incorporated by this reference. The Employee shall be a Sedona city employee for all purposes, and Sedona shall have sole and complete control over the Employee's compensation, performance, evaluation, disciplinary procedures, and all other employment-related matters. Cottonwood shall be consulted from time to time regarding the Employee's projects and priorities - which shall include seeking grants to support the position and to address affordable and workforce housing issues in the greater Verde Valley region. To the extent possible, Employee will seek grants for the benefit of each city and/or for programs and projects that serve the region. The Employee will present and provide reports and updates to the Cottonwood City Council and Cottonwood community from time to time, as requested.

- II. Cost contribution/payments. Cottonwood shall contribute 45 percent of the Employee's salary and benefits. Sedona shall pay the remaining 55 percent of the Employee's salary and benefits and all other actual, burdened costs of employing the Employee (including travel, training, subscriptions, memberships, other overhead and departmental costs) Sedona shall invoice Cottonwood quarterly for its portion of salary and benefits costs, and Cottonwood will pay such invoices within 30 days.

- III. Indemnification. Each party shall defend, indemnify and hold the other harmless from any and all actions, judgments, claims, demands, injuries, damages, costs, expenses and fees (including reasonable attorney's fees) of any nature or kind which arise out of the negligent act or omission of the indemnifying party, its elected officials, directors, officers, employees, or agents in performing services under this Agreement. This duty shall be limited to the amounts set forth in Section IV below, or the indemnifying party's actual insurance coverage, whichever is greater.
- IV. Insurance. Cottonwood and Sedona shall each provide and maintain liability insurance coverage of at least \$1,000,000 per occurrence and \$3,000,000 in the aggregate, which shall respond to claims arising out of the activities contemplated this Agreement. Said insurance policy shall name the other party as an additional insured. Each party shall deliver to the other a certificate of insurance in a form satisfactory to the other party. Such policies shall provide for thirty (30) days prior written notice prior to cancellation.
- V. Term. This Agreement shall become effective on the date it is approved by both the Cottonwood City Council and the Sedona City Council and shall continue in effect for two years (the "initial termination date"), with the option to renew for three (3) additional one (1) year terms subject to annual rate negotiations in years three (3) through five (5). No later than 90 days before the initial termination date, or any subsequent termination date, the parties shall meet to discuss the terms of any future extension of this Agreement.
- VI. Cancellation; Termination. Either party may cancel this Agreement pursuant to the provisions of A.R.S. §38-511, which are hereby incorporated into this Agreement as if fully set forth herein. This Agreement may be terminated prior to expiration of the initial termination date or any subsequent termination date for convenience, with or without cause, by either party by that party providing the other with 180 days' advance written notice of its intent to terminate.
- VII. Miscellaneous.
- a. The parties acknowledge that this Agreement is not intended for the benefit of any third party and shall not be construed as a third-party beneficiary contract.
 - b. Should any provision of this Agreement be found unlawful or unenforceable, it shall be stricken, and the balance of the Agreement shall remain in full force and effect; provided, however, that in the event the stricken portion makes it impractical or impossible for either party to perform their responsibilities under this Agreement, then it shall terminate, and the parties shall be responsible for payment of their share of employment costs through the date of termination.
 - c. The Parties warrant that they comply with all state and federal laws, rules and regulations which mandate that all persons, regardless of race, color, creed, religion, sex, genetic information, age, national origin, disability, familial status or political affiliation shall be afforded equal access to employment opportunities, including but not limited to the Americans with Disabilities Act. The parties shall take affirmative action to ensure that it will not participate either directly or indirectly in any form of discrimination prohibited by or pursuant

to Title VI of the Civil Rights Act of 1964; Section 504 of the Rehabilitation Act of 1973; Section 109 of the Housing and Community Development Act of 1974; the Age Discrimination Act of 1975; or the Genetic Information Nondiscrimination Act of 2008.

- d. Legal Arizona Workers Act Compliance: To the extent permitted by law, both parties are required to comply with A.R.S. §41-4401, and hereby warrant that they will, at all times during the term of this Agreement, comply with all federal immigration laws applicable to the employment of their respective employees, the requirements of A.R.S. §41-4401, and with the verification requirements of A.R.S. §23-214(A) (together the "state and federal immigration laws"). The parties further agree to ensure that each subcontractor that performs any work under this Agreement likewise complies with the state and federal immigration laws. A breach of a warranty regarding compliance with the state and federal immigration laws shall be deemed a material breach of the Agreement and the party who breaches may be subject to penalties up to and including termination of the Agreement. Each party retains the legal right to inspect the papers of any contractor or subcontract employee of the other working under the terms of the Agreement to ensure that the other party is complying with the warranties regarding compliance with the state and federal immigration laws.
- e. This Agreement in no way restricts either party from participating in similar activities with other public or private agencies, organizations, and individuals.
- f. This Agreement shall be interpreted in accordance with the plain meaning of its terms and not strictly for or against any of the parties hereto. This Agreement is the result of negotiations between, and has been reviewed by, each of the parties hereto and their respective counsel. Accordingly, this Agreement shall be deemed to be the product of all of the parties hereto, and no ambiguity shall be construed in favor of, or against any one of the parties hereto.
- g. This Agreement shall be construed and interpreted under the laws of Arizona, and any litigation under this Agreement shall be commenced in Yavapai County.
- h. The parties agree to make use of mediation and/or another form of alternative dispute resolution prior to commencing litigation, except in cases where a party reasonably determines that it would be futile to do so. In the event of litigation arising out of this Agreement, both parties hereby waive any right to a jury trial which they may otherwise have and consent to a trial to the court.
- i. Nothing contained in this Agreement shall create any partnership, joint venture or other agreement between the parties hereto. Except as expressly provided in this Agreement, no term or provision of this Agreement is intended or shall be for the benefit of any person or entity not a party to this Agreement, and no such other person or entity shall have any right or cause of action under this Agreement.
- j. This Agreement sets forth all of the covenants, promises, agreements, conditions and understandings between the parties to this Agreement, and there are no covenants, promises, agreements, conditions or understandings, either oral or written, between the parties other than as set forth in this Agreement.

IN WITNESS WHEREOF, the Parties have executed this Agreement as of the date first set forth above.

CITY OF COTTONWOOD:

CITY OF SEDONA:

By: _____
Tim Elinski, Mayor

By: _____
Sandra J. Moriarty, Mayor

ATTEST:

ATTEST:

Marianne Jiménez, City Clerk

Susan L. Irvine, City Clerk

APPROVED AS TO FORM:

Steven B. Horton, City Attorney

Kurt W. Christianson, City Attorney

**EXHIBIT “A”
Position Description**

Title: Housing Manager

Salary Class and Range: SM-4, \$77,979 - \$112,465

The Opportunity, Overview, Job Summary:

The Housing Manager is charged with advancing one of the top priorities for both the cities of Sedona and Cottonwood which is to develop housing programs and implement the recently created housing action plans for affordable and workforce housing. While this position will support both the cities of Sedona and Cottonwood, they will be a City of Sedona employee.

This new position will forge relationships and collaborate with city departments, non-profit and community partners, developers, and state, regional, and national housing, and funding agencies to establish housing options achievable, sustainable and accessible to the local workforce. The Housing Manager leads implementation of the housing initiatives and is expected to work with and cultivate a strong network of community stakeholders to quickly, and pragmatically, develop affordable housing solutions. The Housing Manager will implement the pathway through this complex issue, leveraging opportunities and prior accomplishments to strengthen housing options.

The Housing Manager will perform a variety of professional housing assignments including administration, creation, and future expansion of each city's housing programs, aggressively seeking grants, low-interest loans, public-private housing partnerships and other types of affordable housing assistance, coordinating with public and private agencies, providing technical assistance, monitoring grantee performance, and maintaining grant records. This position will lead and implement policies, programs, and projects related to development of the housing action plans to ensure affordable housing goals are achieved. The Housing Manager is responsible for generating recommendations regarding the cities' housing policies and programs while incorporating community input. The Housing Manager exercises influence in setting the cities' housing policies through outreach to the community and interaction with interest groups and the city councils. This position works closely with project applicants to obtain compliance with housing programs and encourage construction of affordable dwelling units.

Overall, the work includes the creation and administration of housing programs, special projects, a down-payment assistance program, facilitation of housing compliance programs,

leveraging financing opportunities such as LITHC projects, creation of strategic partnerships, research, grant writing, and public communication and education.

The Sedona, Cottonwood, Verde Valley Region:

Sedona and Verde Valley lie in central Arizona flanked to the west by the Mingus Mountains and to the northeast by the majestic red rocks of the Colorado Plateau. A land of beauty and ecological diversity, the presence of the Verde River and Oak Creek make this region an attractive area to live, work, play, and visit. Located in the high southwestern desert under the rim of the Colorado Plateau at an elevation of 3,300 - 4,500 feet, the region is graced with four mild seasons with plenty of sunshine and clean air. Sedona and the Verde Valley are south of Flagstaff and about two hours north of Phoenix and Sky Harbor Airport.

The City of Sedona, Arizona was incorporated in 1988 and is one of the western United States' premier tourism, recreation, retirement, viticulture, and art centers, all of which contribute to its economic base. The year-round population of Sedona is approximately 11,000 residents, while the seasonal/visitor population often doubles that number on a regular basis. The city is almost 19 square miles in size, with 51% being owned by private landowners and the rest belonging to the Coconino National Forest.

Cottonwood is the "The Heart of Arizona Wine Country". This charming community is home to approximately 12,500 residents and serves a greater Verde Valley population of about 40,000. Cottonwood is a thriving community boasting award-winning wineries and tasting rooms, high quality of life, and the center of Verde Valley healthcare.

The Organization:

The City of Sedona is a general law city, which operates under the Council Manager form of government with six Council Members and one elected Mayor. The Council appoints the City Manager, who is responsible for carrying out policy enacted by the Council, and overseeing administration of the City. Sedona currently has a staff of 140 regular employees; City departments include the City Manager, City Attorney, City Clerk, Community Development, Economic Development, Public Works, Finance, Human Resources, Information Technology, Magistrate Court, Parks and Recreation, Police, and Wastewater. The City enjoys a high degree of public involvement and collaboration on its boards, commissions, and advisory groups within the City. Citizens are active and engaged in Sedona's civic life. The City has no property tax and relies on sales tax and lodging tax revenues to support its operations. The \$51.2 million budget supports 140 FTEs.

Ideal Candidate Capabilities/Knowledge of:

The ideal candidate must have a genuine desire to serve the communities of Sedona and Cottonwood; and will seek strategic solutions using knowledge of housing best practices and propose new, dynamic approaches and techniques. The ideal candidate will have:

- Extensive knowledge of and practice in housing programs, policies and theories which permits independent performance in carrying out significant difficult, complex assignments.
- Proven experience in preparing and executing strategic plans for housing programs and initiatives.

- Proven insight that spans real estate development, affordable housing, city planning and land use, local government and private sector financial considerations and advocacy.
- Demonstrated cultural competence to effectively interact, work, and develop meaningful relationships with people of various identities, perspectives and diverse backgrounds.
- High business and financial acumen and familiarity with financial analysis developing pro-formas.
- Ability to implement effective education, facilitate difficult conversations, negotiate and engage with the community on all levels, translating complex issues into understandable concepts and decision points.
- Strong working knowledge of and an ability to interpret Federal, State and Local housing law, policies and procedures.
- Supportive of and willing to advocate for equity, diversity, inclusion and Fair Housing principles.
- Demonstrated project management skills including the ability to exercise independent performance as well as setting the vision for the team in project assignment, accountability and completion.
- Present oral and written reports to city management and staff, city councils, other government and public officials and the public regarding technical housing issues, strategic direction, policies and practices. Easily adapts message to wide ranging audience types including diverse communities.
- Use data analytics to drive decision making, develops and interprets metrics to track progress and assist in achieving long-term goals and strategies.
- An ability to establish and maintain effective relationships with peers, elected and appointed leaders, government agencies, service and community organizations, private business, city employees and the customers.
- Demonstrated experience with standard Office suite of programs.

Essential Functions:

- Creates, manages, and plans the cities' housing programs, actions plans, and goals.
- Lead the implementation of the multi-year strategic vision and direction for the cities' housing work which includes implementation of the Housing Action Plan.
- Proactively proposes, evaluates and executes residential and affordable housing strategies for implementation; projects will include both the creation of the housing itself as well as identifying future needs, attracting investors, and developers.
- Prepares and successfully implements the housing annual work program through demonstrated and measurable action steps and ensures the work is completed in a timely, effective and fiscally responsible manner.
- Builds and maintains effective working relationships with city staff, stakeholders, partners, employers, and real estate professionals.
- Monitor data, stakeholder input, and identify gaps in current housing program efforts; establish systems approach that facilitates actions to remedy identified issues.

- Develop new programs to promote affordable housing which address a broad range of housing needs and income levels, including down payment and homebuyer assistance, renter assistance, group and senior housing, and related community development and zoning programs to assist housing initiatives.
- Expand the range of housing assistance available by seeking new grants, loans and other funding sources, and by establishing partnerships with private non-profits, lenders, housing consortia, community housing and development organizations, church groups and others.
- Manages and provides professional counsel and recommendations on the utilization of fee in lieu payments collected by the City of Sedona or City of Cottonwood to supported housing programs.
- Creates and maintains a compliance process to ensure affordability requirements in development agreements are met.
- Attends community and regional meetings and seeks input from a diverse group of community, internal and regional stakeholders to create housing policies and programs to meet the needs of the community and its residents.
- Works to educate constituents, gather feedback on key issues. Creates presentations for informational meetings as well as formal public hearings.
- Develops financial pro-formas detailing the suitability of projects for inclusion as affordable housing properties. Analyze joint venture proposals. Performs cost benefit analysis of identified sites/projects.
- Manages housing program budgets. Makes housing budget recommendations as needed to city councils.
- Identifies and searches out financial resources and ongoing sources of funding for housing.
- Works with the city attorneys to write and review contracts for the purchase of real property, and function on behalf of the town in the creation of joint funding and development agreements, memorandums of understanding, and other binding documentation necessary in the development of affordable housing.
- Ensures an accurate and complete database of affordable and diverse housing units. Maintains and ensures compliance as needed.
- Ensures long range workforce housing related planning documents remain pertinent, relevant and up-to-date.
- Ensures timely, accurate and responsive answers to questions directly from the public and internal customers.
- Keeps abreast of developments within the municipal housing field by subscribing to professional journals and publications, attending conferences and seminars, and associating with appropriate professional organizations. Avails self of training opportunities in discovering programs for technical and professional development that benefits the cities' housing efforts.
- Serve the citizens and guests of the City of Sedona by abiding by all City of Sedona values.
- Other duties as assigned.

Experience and Education:

A Bachelor's degree in relevant and related housing, land use, planning, public administration, real estate, policy, and sustainability disciplines required; Master's degree preferred. Minimum five

years of progressively responsible managerial/administrative experience in housing development and/or management and strategic policy making including five years of leadership and policy development experience in a highly competitive housing market. Any combination of education and experience equivalent to the foregoing will be considered.

Community Housing Assistance Program

Up to \$15,000 in Downpayment Assistance

About CHAP

The Community Housing Assistance Program (CHAP) is intended to educate and serve households that are working towards the purchase of a home within the Flagstaff city limits. Funded by the City of Flagstaff, CHAP is a downpayment and closing cost assistance initiative that provides up to \$15,000 in matching funds to households that do not have sufficient cash to purchase a home, but are otherwise mortgage eligible based on credit & employment.

Through CHAP, up to \$5,000 of household funds are matched 3 to 1 with up to \$15,000 in assistance. Home price may not exceed 100% of the current FHA mortgage limits. Funds will be provided on an as-needed, first come, first-served basis. This assistance loan also:

- Is secured against the property in second position behind the first mortgage (may subordinate behind another approved assistance program).
- Is NEVER forgiven and is repaid when: (1) home is sold, (2) home is re-financed for cash-out, or (3) home is not owner-occupied.



Eligibility

- Must be first time homebuyers. HUD defines “first-time homebuyer” as “an individual who has had no ownership in a principal residence during the 3-year period ending on the date of purchase of the property. This includes a spouse (if either meets the above test, they are considered first-time homebuyers). A single parent who has only owned with a former spouse while married.”
- Home must be located within Flagstaff city limits.
- Total household income must not exceed 125% of the Area Median Income (see chart on reverse). Income from entire household is counted.
- Verification of homebuyer contribution.
- Close of escrow must be scheduled to allow sufficient time for Housing Solutions to verify eligibility, review first mortgage for affordability, and request funds (typically 45-60 days).
- Homebuyer contribution must be at least 1% of the purchase price or \$2,000, whichever is greater; remaining buyer contribution can be documented as a gift.
- Completion of one-on-one Homebuyer Counseling and online Homebuyer Education.
- Household eligibility is solely determined by certified Housing Solutions Counselors, and must be completed prior to entering into a purchase contract, as a 45-60 day close of escrow is required.

About Housing Solutions of Northern Arizona

HSNAZ, a HUD-approved housing counseling nonprofit, helps families prepare for homeownership and navigate the purchase process. We provide financial literacy counseling, online homebuyer education, and financial assistance programs to benefit low to moderate income households. Our collaborative down payment assistance programs provide financial support for the up-front costs of homeownership and reduce mortgage payments to ensure affordability.

Fees

\$14.00 | Credit Report
(per homebuyer - if needed)

\$99.00 | Online Home Buyer
Education Course (discount
coupon for active clients)

How to Apply

- 1 Call (928) 214-7456 to complete screening with housing counselor
- 2 Complete Application Packet
- 3 Gather and submit documents to determine eligibility
- 4 Schedule appointment with housing counselor to explain program details and process

Contact Us

Phone
(928)214-7456 (Relay service
for hearing impaired 711)

Fax
(928)774-6937

Email
angelak@housingnaz.org

Physical Address
2304 N 3rd St
Flagstaff, AZ 86004

Mailing Address
PO Box 30134
Flagstaff, AZ 86003

Documents Required

- 3 most recent (concurrent) paycheck stubs for everyone in the household 18 and over, even if they are not going to be on the mortgage.
- Proof of income for any other income in the household which may include: child support (judgment or print-out from the courts), social security award letters, unemployment, workman's comp, etc.
- 3 months most recent statements for all asset accounts - checking, savings, 401(K), pensions, investments, stocks, bonds, life insurance, with cash value prior to death, lump-sum receipts or settlements.
- Picture ID for everyone living in the home who is 18 years old and over.
- Social Security Cards for everyone in the household. Those who have Social Security Cards with the wording "for work only" must also bring their legal residence card.
- Signed Income Tax Returns for the most recent 2 years including W-2(s), 1099's, 1098's, etc.
- Additional documents may be required by the grant funder.

Loan Requirements

- Loan to Value Ratio no less than 79% of the purchase price
- Arms-length transaction
- Housing Ratio between 30-35%; Debt-to-income ratio not to exceed 45%
- Conforming, fixed interest rate
- Fees must not be excessive based on industry standards.
- CHAP loan must be repaid and is never forgiven. Please see below for a **repayment example**:

Repayment is based on the equity-share formula:

Purchase Price: \$150,000.00
Assistance Amount: \$15,000.00

Assistance is 10% of
purchase amount

Resale Price: \$175,000.00
10% of Resale Price = \$17,500.00

Client repays 10%
of resale price

2021 Flagstaff 125% AMI Limits

Family Size	1	2	3	4	5
AMI Limit	\$67,250	\$76,875	\$86,500	\$96,000	\$103,750

Housing Solutions does not discriminate on the basis of race, color, religion, sex, national origin, handicap or familial status in employment or program services. Special accommodations will be made for the physically challenged, upon notification.

EAH

Employer Assisted Housing Program

Up to \$10,000 in Downpayment Assistance



housingnaz.org | Find us on

About EAH

The City of Flagstaff will provide up to \$10,000 per household to eligible employees to be used for down payment and/or closing costs on the purchase of a home. Funds are matching funds - assistance will match buyer contribution on a dollar-for-dollar basis. \$1 of buyer funds will be matched with \$1 of EAH Program funds, up to a total benefit of \$10,000 per household.

EAH Program is a loan that:

- Is secured with a promissory note and recorded deed of trust.
- Is forgiven over 10 years if you owner-occupy your home and remain employed with the City of Flagstaff.
- Provides a one-time employee benefit.
- Please note that this is a forgivable loan and **the Internal Revenue Service (IRS) classifies forgiveness of debt as taxable income and wages** to you, with few exceptions. If you have questions about this forgivable loan, it is recommended you speak to your certified public accountant or a tax consultant.

Eligibility

- At least one homebuyer per household must be employed by the City of Flagstaff and meet the following employment guidelines:
 1. Worked for the City of Flagstaff in a non-temporary position for a minimum of 12 consecutive months.
 2. Most recent performance evaluation demonstrates work performance meeting or exceeding expectations
 3. Not be on a performance work plan.
- Must not have owned a home within the Flagstaff Metropolitan Planning Organization (FMPO) boundary within the last three years and be a first-time homebuyer in Flagstaff, AZ, as defined by HUD (“an individual who has had no ownership in a principal residence during the 3-year period ending on the date of purchase of the property. This includes a spouse (if either meets the above test, they are considered first-time homebuyers). A single parent who has only owned with a former spouse while married.”)
- Must complete the Housing Solutions’ online homebuyer education course and one-on-one housing counseling prior to entering into a purchase contract. There is no cost to the employee for these services.
- Must occupy the home purchased with EAH funds as their principal residence.
- If a household consists of more than one eligible city employee, only \$10,000 max is available per household.
(continued on reverse)

How to Apply

- 1 Call (928) 214-7456 or email angelak@housingnaz.org to request an application packet
- 2 Complete Application Packet
- 3 Gather and submit documents to determine eligibility
- 4 Schedule appointment with housing counselor to explain program details and process

Eligibility

- Home to be purchased must be located within the Flagstaff Metropolitan Planning Organization (FMPO) boundary.
- Eligible housing types include single family detached, townhouses, and condominiums. Manufactured homes that meet FHA requirements and that are permanently affixed to and purchased with real property are eligible.
- Home purchase price may not exceed 125% of the FHA 203(b) mortgage insurance limit for Coconino County.
- Currently the maximum purchase price for this program (as defined above) is \$425,812.50. Limit may change based on changes to the HUD guidelines.
- The home must be livable, passing lender guidelines for occupancy and purchase.
- Buyers are required to get a professional, impartial third-party home inspection by a licensed inspector. The buyer will sign a Hold Harmless agreement at the time of purchase, ensuring they will not hold Housing Solutions of Northern Arizona or the City of Flagstaff responsible for the condition of the home.

Assistance Details

- Housing Solutions will determine household eligibility, complete one-on-one homebuyer counseling, and administer funds on behalf of the City of Flagstaff at time of purchase.
- Housing Solutions staff will verify buyer funds toward the purchase of the home - buyer funds must be “seasoned” client contribution - they can be documented as buyer assets for a minimum of three months - or gift funds from an immediate family member.
- Assistance is a dollar-for-dollar match of buyer funds toward home purchase up to a total of \$10,000 in buyer funds can be matched with up to \$10,000 in EAH assistance.
- The home must be livable, passing lender guidelines for occupancy and purchase.
- Households must secure a first mortgage through a bank or traditional mortgage lender. First mortgage must be a 30-year, fixed-rate loan.
- In order to ensure the home payment is sustainable, the household’s housing ratio cannot exceed 35% of gross monthly income and the total debt-to-income ratio cannot exceed 45% of gross monthly income (exceptions for compensating factors may be granted with Housing Assistance Program Committee approval).
- Employee must sign loan documents and be on the title of the home at the time of purchase. EAH Assistance is a loan - it is secured with a promissory note and recorded deed of trust.
- There are no payments and no interest on the loan. The loan is forgiven on a pro rata basis over a 10-year period.
- Funds will be repaid to the City of Flagstaff if any of the following occur before the end of the 10-year period:
 1. Sale of home or change of title.
 2. Refinance to access equity in the home.
 3. Employment with City of Flagstaff is terminated for any reason.
 4. Home is no longer owner-occupied.



Contact Us

If you're interested in this program, please call us to complete an initial screening with our housing counselor:

Phone

(928) 214-7456
711 (Relay service for hearing impaired)

Email

angelak@housingnaz.org

Fax (928) 774-6937

Physical Address

2304 N 3rd St
Flagstaff, AZ 86004

Mailing Address

PO Box 30134
Flagstaff, AZ 86003

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Workforce Initiative Subsidy for Homeownership

About WISH

The WISH Program is an initiative which provides up to \$16,000-\$22,000 in matching funds to qualified, low-income residents to be used towards downpayment or closing costs (max amount depends on the bank partner and the county where home is located). Funds assist eligible, first-time homebuyers with the purchase of an affordable home in Coconino, Mohave, and Yavapai counties. Through this matching program, up to \$5,500 of an eligible low-income buyer's funds are matched 4 to 1 with up to \$22,000 in assistance. Part of the buyer's contribution can be gift funds, however a minimum of \$2,000 or 1% of the purchase price (whichever is greater) must come from the buyer.

WISH Assistance is a loan that:

- Is forgiven on a pro-rated basis over a 5-year owner-occupancy period.
- Housing Solutions of Northern Arizona charges an admin fee at closing of 4% of the assistance amount.
- Assistance is recorded as a lien behind the 1st mortgage.



Eligibility

- Must be first time homebuyers. HUD defines “first-time homebuyer” as “an individual who has had no ownership in a principal residence during the 3-year period ending on the date of purchase of the property. This includes a spouse (if either meets the above test, they are considered first-time homebuyers). A single parent who has only owned with a former spouse while married.”
- Household earns under 80% of Area Median Income (see chart below). Income from all household members is counted.
- Buyer qualifies for a traditional mortgage from a lender or bank.
- Buyer is purchasing a home they can afford based on income and debt ratios.
- Buyer must own and occupy the property as their primary residence for the full-term of the assistance loan and maintain the property in compliance with local laws.
- Purchased home must be a single-family home, condominium, townhome, or manufactured home.
- Purchased home must be located within the program jurisdictional areas of Coconino, Mohave and Yavapai counties.
- Completes the online Homebuyer Education Course (offered in English and Spanish). Course must be completed prior to closing.
(continued on reverse)

About Housing Solutions of Northern Arizona

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Fees

\$14.00 | Credit Report
(per homebuyer - if needed)

\$99.00 | Online Home Buyer
Education Course (discount
coupon for active clients)

4% | Admin Fee for
approved WISH loans (due at
closing)

How to Apply

- 1 Call (928) 214-7456 to complete screening with housing counselor
- 2 Complete Application Packet
- 3 Gather and submit documents to determine eligibility
- 4 Schedule appointment with housing counselor to explain program details and process

Contact Us

Phone
(928)214-7456 (Relay service
for hearing impaired 711)

Fax
(928)774-6937

Email
angelak@housingnaz.org

Physical Address
2304 N 3rd St
Flagstaff, AZ 86004

Mailing Address
PO Box 30134
Flagstaff, AZ 86003

Eligibility

- All household members must be legal permanent residents or citizens.
- Household eligibility must be determined by Housing Solutions' counselors prior to entering into a purchase contract, as a 45-60 day close of escrow is required.

Documents Required

- 3 most recent (concurrent) paycheck stubs for everyone in the household 18 and over, even if they are not going to be on the mortgage loan.
- Proof of income for any other income in the household which may include: child support (judgment or print-out from the courts), social security award letters, unemployment, workman's comp, etc.
- 3 months most recent statements for all asset accounts - checking, savings, 401(K), pensions, investments, stocks, bonds, life insurance, with cash value prior to death, lump-sum receipts or settlements.
- Picture ID for everyone living in the home who is 18 years old and over.
- Social Security Cards for everyone in the household. Those who have Social Security Cards with the wording "for work only" must also bring their legal residence card.
- Signed and dated Income Tax Returns for the most recent 2 years including W-2(s), 1099's, 1098's, etc.
- Additional documents may be required by the grant funder.

2021 Coconino County 80% AMI Limits

Family Size	1	2	3	4	5
AMI Limit	\$43,050	\$49,200	\$55,350	\$61,450	\$66,400

2021 Yavapai County 80% AMI Limits

Family Size	1	2	3	4	5
AMI Limit	\$35,750	\$40,850	\$45,950	\$51,050	\$55,150

2021 Mohave County 80% AMI Limits

Family Size	1	2	3	4	5
AMI Limit	\$31,200	\$35,650	\$40,100	\$44,550	\$48,150

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Title: Housing Manager

Salary Class and Range: SM-4, \$77,979 - \$112,465

The Opportunity, Overview, Job Summary:

The Housing Manager is charged with advancing one of the top priorities for both the cities of Sedona and Cottonwood which is to develop housing programs and implement the recently created housing action plans for affordable and workforce housing. While this position will support both the cities of Sedona and Cottonwood, they will be a City of Sedona employee.

This new position will forge relationships and collaborate with city departments, non-profit and community partners, developers, and state, regional, and national housing and funding agencies to establish housing options achievable, sustainable and accessible to the local workforce. The Housing Manager leads implementation of the housing initiatives and is expected to work with and cultivate a strong network of community stakeholders to quickly, and pragmatically, develop affordable housing solutions. The Housing Manager will implement the pathway through this complex issue, leveraging opportunities and prior accomplishments to strengthen housing options.

The Housing Manager will perform a variety of professional housing assignments including administration, creation, and future expansion of each city's housing programs, aggressively seeking grants, low-interest loans, public-private housing partnerships and other types of affordable housing assistance, coordinating with public and private agencies, providing technical assistance, monitoring grantee performance, and maintaining grant records. This position will lead and implement policies, programs, and projects related to development of the housing action plans to ensure affordable housing goals are achieved. The Housing Manager is responsible for generating recommendations regarding the cities' housing policies and programs while incorporating community input. The Housing Manager exercises influence in setting the cities' housing policies through outreach to the community and interaction with interest groups and the city councils. This position works closely with project applicants to obtain compliance with housing programs and encourage construction of affordable dwelling units.

Overall, the work includes the creation and administration of housing programs, special projects, a down-payment assistance program, facilitation of housing compliance programs, leveraging financing opportunities such as LITHC projects, creation of strategic partnerships, research, grant writing, and public communication and education.

The Sedona, Cottonwood, Verde Valley Region:

Sedona and Verde Valley lie in central Arizona flanked to the west by the Mingus Mountains and to the northeast by the majestic red rocks of the Colorado Plateau. A land of beauty and ecological diversity, the presence of the Verde River and Oak Creek make this region an attractive area to live, work, play, and visit. Located in the high southwestern desert under the rim of the Colorado Plateau at an elevation of 3,300 - 4,500 feet, the region is graced with four mild seasons with plenty of sunshine and clean air. Sedona and the Verde Valley are south of Flagstaff and about two hours north of Phoenix and Sky Harbor Airport.

The City of Sedona, Arizona was incorporated in 1988 and is one of the western United States' premier tourism, recreation, retirement, viticulture, and art centers, all of which contribute to its economic base. The year-round population of Sedona is approximately 11,000 residents, while the seasonal/visitor population often doubles that number on a regular basis. The city is almost 19 square miles in size, with 51% being owned by private landowners and the rest belonging to the Coconino National Forest.

Cottonwood is the "The Heart of Arizona Wine Country". This charming community is home to approximately 12,500 residents and serves a greater Verde Valley population of about 40,000. Cottonwood is a thriving community boasting award-winning wineries and tasting rooms, high quality of life, and the center of Verde Valley healthcare.

The Organization:

The City of Sedona is a general law city, which operates under the Council Manager form of government with six Council Members and one elected Mayor. The Council appoints the City Manager, who is responsible for carrying out policy enacted by the Council, and overseeing administration of the City. Sedona currently has a staff of 140 regular employees; City departments include the City Manager, City Attorney, City Clerk, Community Development, Economic Development, Public Works, Finance, Human Resources, Information Technology, Magistrate Court, Parks and Recreation, Police, and Wastewater. The City enjoys a high degree of public involvement and collaboration on its boards, commissions, and advisory groups within the City. Citizens are active and engaged in Sedona's civic life. The City has no property tax and relies on sales tax and lodging tax revenues to support its operations. The \$51.2 million budget supports 140 FTEs.

Ideal Candidate Capabilities/Knowledge of:

The ideal candidate must have a genuine desire to serve the communities of Sedona and Cottonwood; and will seek strategic solutions using knowledge of housing best practices and propose new, dynamic approaches and techniques. The ideal candidate will have:

- Extensive knowledge of and practice in housing programs, policies and theories which permits independent performance in carrying out significant difficult, complex assignments.
- Proven experience in preparing and executing strategic plans for housing programs and initiatives.
- Proven insight that spans real estate development, affordable housing, city planning and land use, local government and private sector financial considerations and advocacy.
- Demonstrated cultural competence to effectively interact, work, and develop meaningful relationships with people of various identities, perspectives and diverse backgrounds.
- High business and financial acumen and familiarity with financial analysis developing pro-formas.
- Ability to implement effective education, facilitate difficult conversations, negotiate and engage with the community on all levels, translating complex issues into understandable concepts and decision points.
- Strong working knowledge of and an ability to interpret Federal, State and Local housing law, policies and procedures.

- Supportive of and willing to advocate for equity, diversity, inclusion and Fair Housing principles.
- Demonstrated project management skills including the ability to exercise independent performance as well as setting the vision for the team in project assignment, accountability and completion.
- Present oral and written reports to city management and staff, city councils, other government and public officials and the public regarding technical housing issues, strategic direction, policies and practices. Easily adapts message to wide ranging audience types including diverse communities.
- Use data analytics to drive decision making, develops and interprets metrics to track progress and assist in achieving long-term goals and strategies.
- An ability to establish and maintain effective relationships with peers, elected and appointed leaders, government agencies, service and community organizations, private business, city employees and the customers.
- Demonstrated experience with standard Office suite of programs.

Essential Functions:

- Creates, manages, and plans the cities' housing programs, actions plans, and goals.
- Lead the implementation of the multi-year strategic vision and direction for the cities' housing work which includes implementation of the Housing Action Plan.
- Proactively proposes, evaluates and executes residential and affordable housing strategies for implementation; projects will include both the creation of the housing itself as well as identifying future needs, attracting investors, and developers.
- Prepares and successfully implements the housing annual work program through demonstrated and measurable action steps and ensures the work is completed in a timely, effective and fiscally responsible manner.
- Builds and maintains effective working relationships with city staff, stakeholders, partners, employers, and real estate professionals.
- Monitor data, stakeholder input, and identify gaps in current housing program efforts; establish systems approach that facilitates actions to remedy identified issues.
- Develop new programs to promote affordable housing which address a broad range of housing needs and income levels, including down payment and homebuyer assistance, renter assistance, group and senior housing, and related community development and zoning programs to assist housing initiatives.
- Expand the range of housing assistance available by seeking new grants, loans and other funding sources, and by establishing partnerships with private non-profits, lenders, housing consortia, community housing and development organizations, church groups and others.
- Manages and provides professional counsel and recommendations on the utilization of fee in lieu payments collected by the City of Sedona or City of Cottonwood to supported housing programs.
- Creates and maintains a compliance process to ensure affordability requirements in development agreements are met.

- Attends community and regional meetings and seeks input from a diverse group of community, internal and regional stakeholders to create housing policies and programs to meet the needs of the community and its residents.
- Works to educate constituents, gather feedback on key issues. Creates presentations for informational meetings as well as formal public hearings.
- Develops financial pro-formas detailing the suitability of projects for inclusion as affordable housing properties. Analyze joint venture proposals. Performs cost benefit analysis of identified sites/projects.
- Manages housing program budgets. Makes housing budget recommendations as needed to city councils.
- Identifies and searches out financial resources and ongoing sources of funding for housing.
- Works with the city attorneys to write and review contracts for the purchase of real property, and function on behalf of the town in the creation of joint funding and development agreements, memorandums of understanding, and other binding documentation necessary in the development of affordable housing.
- Ensures an accurate and complete database of affordable and diverse housing units. Maintains and ensures compliance as needed.
- Ensures long range workforce housing related planning documents remain pertinent, relevant and up-to-date.
- Ensures timely, accurate and responsive answers to questions directly from the public and internal customers.
- Keeps abreast of developments within the municipal housing field by subscribing to professional journals and publications, attending conferences and seminars, and associating with appropriate professional organizations. Avails self of training opportunities in discovering programs for technical and professional development that benefits the cities' housing efforts.
- Serve the citizens and guests of the City of Sedona by abiding by all City of Sedona values.
- Other duties as assigned.

Experience and Education:

A Bachelor's degree in relevant and related housing, land use, planning, public administration, real estate, policy, and sustainability disciplines required; Master's degree preferred. Minimum five years of progressively responsible managerial/administrative experience in housing development and/or management and strategic policy making including five years of leadership and policy development experience in a highly competitive housing market. Any combination of education and experience equivalent to the foregoing will be considered.