



# City of Prescott

## Workforce Housing Committee

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October 16, 2023 | 10:00 AM

201 N. Montezuma Street  
Council Chambers, 3rd Floor  
Prescott, AZ 86301

### MINUTES

#### 1. CALL TO ORDER

Meeting called to order by Chair Fann at 10:01am.

#### 2. ROLL CALL

Mike Fann - Chair  
Jonathan Rocha - Vice Chair  
Randy Goodman - Member  
Nicole Kennedy - Member  
David Roe - Member (Excused)  
Anthony Teeters - Member  
Arnold Urias - Member (Excused)

#### 3. DISCUSSION & ACTION ITEMS

- A. Presentation & Discussion Regarding the Workforce Housing Committee's Mission and Vision Statements & Goals.

**Recommended Action: This item is for discussion only. No formal action will be taken.**

Chair Fann opened the discussion regarding the Mission and Vision Statement

Staff Liaison Walton reviewed the draft mission and vision for the committee to work from. She was given a proposed mission statement by Committee Member Goodman. Member Goodman's mission was "Plan and Preserve Workforce Housing Now and for the Future with all Prescott's Population in Mind".

Committee Member Goodman stated that when it comes to the mission statement, the workforce and the neighborhoods they're in need to be part of the mission. It's not strictly for the workforce, but it's for everyone.

Council Liaison Cantelme stated that it's important that the neighborhoods know they benefit from workforce housing as well.

Member Goodman stated that it's important to include all residents not just workforce.

Council Liaison Cantelme spoke about adding "for the benefit of the community" to Member Goodman's statement.

Member Kennedy recommended, "plan and preserve workforce housing now and for the future to promote a healthy and vibrant community for all."

Member Goodman stated the committee should keep public speaking in mind when creating the mission statement because it will be what they start the conversation with.

Chair Fann agreed with Member Kennedy's addition.

Vice Chair Rocha stated he liked the idea of being more broad. He stated possibly phrasing it as, "planning the preservation and the creation of housing opportunities and solutions.." He said it may be beneficial to add in the definition of the workforce. He liked the "regional" aspect of the draft because the workforce has a regional aspect.

Staff Liaison Walton stated that the mission should include workforce as the resolution that formed the committee was specific to the workforce and that the target is anyone that is working.

Chair Fann stated that the Workforce Housing Committee is a Prescott committee and though there may be regional partners and the committee may be addressing regional concerns, the committee should be focused on Prescott.

Member Goodman agreed with Chair Fann.

Staff Liaison Walton stated that the comments would be collected and sent out to the Committee through email for review. She moved to the vision which she stated addresses the residents as well and she reviewed what should be included in a vision statement.

Chair Fann stated he agreed with the vision but requested, "and burnout," be taken out.

Vice Chair Rocha agreed.

Member Goodman stated that the mission statement should be attainable and that's why he said he wants to plan it and preserve it because it's attainable.

Member Kennedy requested to replace turnover and burnout with "attract and retain".

Vice Chair Rocha stated that turnover and burnout aren't within the realm of the committee, so he supported Member Kennedy's revision.

Staff Liaison Walton stated that drafts would be sent out for the mission and vision and would be brought back to a voting meeting for approval. She then moved to goals.

Chair Fann stated that the goals should be what they are trying to accomplish and how they are going to accomplish them. He stated that they've discussed items from the employee side and help from the developer side as those are the major areas, but it was time to focus the committee's efforts.

Member Goodman stated that his previous employer addressed these issues as well. He stated that if there is down payment assistance, then it helps with recruiting and retention. He stated the issue was where to get the funding. He stated his previous employer was able to offer a program for the citizens to contribute to that benefited the citizens. He said it's a double-pronged approach to focus on employees and developers and that should be the end goal.

Staff Liaison Walton stated that down payment assistance and financial assistance can be a goal. She discussed goal ideas and how to create short-term and long-term goals. She stated that a downpayment assistance program would be an appropriate short-term goal and that the committee could craft something similar to the Housing Solutions of Northern Arizona's Community Housing Assistance Program.

Member Goodman stated that another program needed to be started to fund the down payment program.

Council Liaison Cantelme asked for clarification on the program Member Goodman was talking about.

Member Goodman stated that the program was a service provided to the citizens that they paid for and the profits went into a fund.

Council Liaison asked how the program was structured.

Member Goodman stated that the fire department ran the program.

Staff Liaison Walton stated that the SMART acronym should be used to create goals. She stated that goals should be Specific, Measurable, Achievable, Relevant, and Time-bound. She asked each committee member what their short-term and long-term goals would be. She stated that the short-term could be 1-3 years and the long-term could be 3-5 years.

Chair Fann stated that a lot of information was gathered and the committee has partners they can reach out to to help build programs. Down payment assistance, mortgage assistance, rental assistance are all options, but 'how' is the challenge. From the developer side, he stated that it may be good to create stakeholder group to drive workforce housing options from the private side. He said that a stakeholder group could discuss pursuing funding and grants.

Council Liaison Cantelme stated that the committee could create a list for a brochure to show different program options as not everyone will fit under one option. She discussed a rent-to-own program ran by developers in Texas and she requested that a tax accountant come talk to the committee.

Staff Liaison Walton stated that a tax accountant can be put on a future agenda. She stated that with the SMART goals, it's important to create goals that are specific and achievable where a tax accountant would be ongoing education.

Council Liaison Cantelme stated that being able to inform developers of what tax options are available to them, it may assist with addressing funding issues.

Member Goodman stated the committee should keep focused on the short-term, such as the ADU code revision. He stated that hearing from a builder could be a short-term goal to help build a long-term goal.

Staff Liaison Walton asked if the committee should work on a request for proposal built prior to talking to developers so they are aware of what the goal is and provide them time to determine what they would need to achieve the goal. She stated that the committee could create an executive summary of what the committee is looking for.

Member Goodman stated that there are different developers that look for different things and that the committee would need to hear specifically from a workforce developer.

Chair Fann stated that if developers came in to speak to the committee, it should be in an executive session because there would be proprietary information. He stated that a request for proposals would go away from the philanthropic aspects of the community.

Staff Liaison Walton stated that she would discuss how to have the developer conversation with Legal. She stated for the short-term goal list there could be a goal for inviting developers, builders, and landowners to hold a stakeholder meeting in regards to workforce housing and the best process to request information from them.

Member Teeters stated that when the committee reaches out to stakeholders there needs to be a list of what the committee is looking for so the stakeholders can come prepared.

Staff Liaison Walton stated that the committee could create a list in the short-term to express what they are looking for.

Member Goodman stated that an economic structure should be provided for developers and developers can show the committee what they can provide based on that structure.

Chair Fann stated that the research done to date has focused on the workforce range and it will be a challenge to provide a product in that range.

Staff Liaison Walton stated that the surveys that were sent out will provide more information about what the desired product and costs are from the workforce standpoint and that creating a developer/builder meeting is a good short-term goal.

Council Liaison Cantelme stated that the RFP process should not be used and it should just be a request for information.

Vice Chair Rocha stated that to have a productive conversation, there should be parameters such as allocation of units for new projects as the conversations quickly go to impact fees, builder fees, and infrastructure. He stated it would be clear what the City can assist with and who would manage allocated units. He stated that creating a framework for what can be offered would be beneficial.

Staff Liaison Walton stated that the next study session would be to clarify the short-term goals.

Member Kennedy asked if the Home of My Own program would be an option to have quicker results.

Staff Liaison Walton stated that Sandy from YCCA has talked to Community Development about how the City could create their own program and that would be a beneficial short-term goal.

Audience Member Howard Mechanic asked how many units per year is the goal up to five years. He stated that the goals should be measurable and having a units per year goal is measurable. He said the number could be a council recommendation. He stated that there are more opportunities than tax opportunities and the committee should look at grants, taxes, and things at the state level.

Council Liaison Cantelme stated that there are hard costs for products and the reimbursement comes in the form of how they are going to be subsidized. She stated it would be beneficial to hear from people who have successfully achieved these goals.

Chair Fann stated he'd like to create a stake holder group including regional partners to discuss different aspects rather than hearing from individuals. He stated that a lot was learned from a meeting with Yavapai College and there are various avenues that can be taken and can be discussed more with a stakeholder group.

Staff Liaison Walton asked if creating a stakeholder group was a long-term goal.

Chair Fann stated yes. He stated there are options such as a land trust or 501c3 that's been built to work in perpetuity.

Staff Liaison Walton asked if there were any other short-term goals.

Council Liaison Cantelme stated that someone should come to talk about the benefits and negatives to creating a housing authority.

Staff Liaison Walton stated that could fit under the stakeholder goal because it's an option they can look at.

Member Teeters stated that there needs to be a project that is functioning within 3 years. He stated that the community wants to see something happen.



Staff Liaison Walton asked if he had a vertical project in mind.

Member Teeters said it could be a vertical project, it could be downpayment assistance, just something done in three years.

Staff Liaison Walton read off the short-term list to include a down payment assistance program and the ADU zoning adjustment. She stated the draft for ADU's is going to P&Z in November so those are both achievable in the 3 year timeframe. She stated the PUSD project is also a short-term project that will be completed.

Member Teeters stated that those are minor things but it needs to be obvious that the City is doing something to help the workforce which will help others be more receptive to being involved.

Chair Fann stated that he agrees with Member Teeters. He stated that downpayment assistance, the ADU change, mortgage assistance, and rental assistance are achievable short-term goals. He stated that achieving something vertical is more of a long-term goal.

Member Teeters stated that building something would be long-term and when presentations are being done, that people can see what is being done.

Member Goodman asked if the committee could create an education packet for a short-term goal.

Chair Fann stated that was the next item.

Member Kennedy asked if the committee supported having a specific percentage of new builds being allocated to workforce housing.

Vice Chair Rocha stated that the allocation and incentive package would come out of the stakeholder meeting to see if stakeholders would be open to those options. He stated that he would like a short-term goal to be to create a fund account with the City to achieve goals. He stated the big 'how' is the funding and having a funding account would allow them to set fund-raising goals.

Council Liaison Cantelme asked if the City could and was interested in managing the fund.

Deputy City Attorney Matt Podracky stated that Legal hasn't decided but it's more of a question for the Council about whether they are interested in that fund.

Council Liaison Cantelme stated that her company previously created a type of "Go Fund Me" that stakeholders could put funds into after a product review which is something the committee could look into to quickly get funding.

Staff Liaison Fraser suggested creating a council recommendation to request a fund account be created so it is available when and if the committee needs it.

Chair Fann stated that creating a stakeholder group would be the way to get into more details. He asked if the City was ready to create a housing authority to prevent people from purchasing and flipping houses and that the City hadn't previously been interested in creating one. He stated that someone needs to regulate the housing and make sure it's not just flipped.

Community Planner Tammy Dewitt stated that the short-term and long-term goals will be incorporated into the General Plan and there is an implementation section. She stated that there are goals and strategies to accomplish those goals.

Chair Fann stated that short-term goals are identified and asked about the long-term.

Staff Liaison Walton read off the long-term goal list of formalizing a stakeholder group, building a tangible product, and creating a strategic plan. She stated that the committee should discuss whether they want to put a number of units into a long-term goal.

Chair Fann stated that there should be a goal to identify the number but that information would come from the stakeholder group.

Staff Liaison Walton stated there are 8-9 short-term goals and they may need to be refined to be able to accomplish them. She read on the list the goal for a builder and developer meeting to gather information.

Chair Fann stated that the builder and developer meeting was more of an action plan rather than a goal.

Staff Liaison Walton stated that the goal would be to have the meeting and have a set output from the meeting. She continued reading the short-term list to include: downpayment assistance, rent to own, rental and mortgage assistance, a City version of the Home of My Own program, ADU code change, council recommendations for new development workforce housing requirements and creating a city fund, quarterly public outreach, General Plan Housing Element draft, create incentive packet. She stated that it may seem like a lot but it is a 1-3 year look.

Chair Fann asked that the information be emailed out and he asked that the committee pair it down and that some items should be action items rather than goals. He stated that the long-term goals will be to create a vertical project and to provide permanent workforce housing through either a land trust, 501c3, or a combination.

Member Goodman stated that the committee should think of a service that could be provided to the citizens that the citizens would pay for and the funds would go towards workforce housing. He stated with steady funding, the committee would be able to determine how many units could actually be built.

Chair Fann stated that he needed more information about what the service was

so he could determine if the committee and community would support it.

Member Goodman stated it was a service that was \$7 a month extra that was voluntary, but the city he worked for provided a service for that monthly amount.

Staff Liaison Walton asked what the service provided was.

Member Goodman stated that they provided a private ambulance delivery service within the fire service. Member Goodman stated that Prescott's daily population doubles due to the transient population, such as tourists. He asked if the transient population needed critical services while they were visiting, is there a cost they could put onto that transient population as well as the residents. He stated that through the fire program, funds had to be used by and for the fire department.

Chair Fann stated that it would be an idea worth investigating to see if there would be support for that.

B. Presentation & Discussion Regarding a Public Outreach and Education Plan.  
**Recommended Action: This item is for discussion only. No formal action will be taken.**

Chair Fann stated that he met with Community Outreach Manager John Heiney and discuss what is needed for public outreach and education. He stated that the committee should create talking points of what workforce housing is and create a list for the committee to use at outreach events.

Vice Chair Rocha asked if the Communications Department had the capacity, funding, and ability to handle coordinating an outreach plan.

Staff Liaison Walton stated the Communications Department will help create the outreach plan but the committee will be doing the presenting and assisting with crafting the documents.

Chair Fann stated that they will also assist with setting up a web page and there isn't technically funding but they are able to provide time and assistance.

Vice Chair Rocha asked if social media was an option for outreach.

Staff Liaison Walton stated yes, there was social media and radio availability and that today's item is to create the talking points to provide to the Communication Department.

Vice Chair Rocha stated that because the survey results aren't back, the committee can't paint the picture of what healthcare and services would look like without workforce housing help. He stated it's hard to have the conversation without the survey data.

Chair Fann stated it's important to get the information out as quickly as possible to address community concerns. He would like Mr. Heiney to come present to



the committee.

Staff Liaison Walton asked if the committee would like to see a draft consolidating the information along with the history of the issue and share survey results at a future study session and she asked what the timeframe would be to get the information out to the public.

Chair Fann stated that it appeared the information could be provided and sent out fairly quickly.

Member Kennedy asked if the committee wanted to create a definition of what they consider workforce housing. She read the definition from the Urban Land Institute and she stated she would provide that information to the staff liaisons to email out.

Staff Liaison Walton stated that in the HUD definition they included utilities. She stated the definition should be part of the talking points.

Member Goodman stated that small businesses drive America and for communities to thrive, small businesses need to thrive and that it's important in the education outreach to explain who runs small businesses and who works at small businesses. He stated it's important to connect the information to how it affects the community.

- C. Presentation & Discussion Regarding the General Plan's Housing Element.  
**Recommended Action: This item is for discussion only. No formal action will be taken.**

Staff Liaison Walton introduced Community Development Planner Tammy Dewitt.

Ms. Dewitt gave a presentation about information gathered from the General Plan open house. She reviewed different housing options and the community response to each product. She stated that once the population hits 50,000, that there must be a housing element in the General Plan so they are working to build it now.

Council Liaison Cantelme asked if everyone understood the what the word "element" meant in the Plan.

Ms. Dewitt stated that the elements are chapters required by state statute in the General Plan.

Staff Liaison Walton stated that the draft element was previously provided and was compiled from sections in the previous General Plan. She stated that the committee can take the draft and create suggestions and goals to present to the General Plan Committee in November and that the committee can study the document, provide input and recommend implementation. She stated this document could help create long-term goals as well.

Council Liaison Cantelme asked how the presentation would work.

Staff Liaison Walton stated that any general concepts, goals, changes, edits that are recommended would be presented to the General Plan Committee. She asked that committee members attend and possibly present as well at that meeting.

Vice Chair Rocha asked the date of the General Plan Meeting.

Staff Liaison Walton stated November 29th.

Chair Fann asked if there were questions and comments.

Staff Liaison Walton stated that this item would be on the November regular meeting for the committee to discuss their recommendations.

Member Kennedy asked if the draft had been sent out as a PDF or Word Document.

Staff Liaison Walton stated that it was a Word document so it was editable.

- D. Presentation & Discussion Regarding Possible Future Agenda Topics for the Committee.

**Recommended Action: This item is for discussion only. No formal action will be taken.**

Chair Fann introduced the item to determine possible future agenda items.

Staff Liaison Walton stated that for the next meeting, the General Plan will be an item and possibly have an item for looking into a housing authority. She stated that additional items were having experts in tax accounting and grants come speak, and reviewing the survey results. She stated the next work session could be in November and the goals would be the focus of that workshop.

Chair Fann asked for the list to be emailed out to the committee.

Audience Member Howard Mechanic stated that requiring a certain percentage of housing being allocated to workforce housing should be a topic. He stated that this would be what the City would ask or require of a developer and he asked if there legally can be a requirement.

Staff Liaison Walton stated that the allocation discussion is part of the goals discussion for a future meeting.

Council Liaison Cantelme asked that for a municipality to require a developer to allocate a percentage, would it need to be legislated.

Deputy City Attorney Podracky stated there would have to be legislation if it's across the board. He stated if there was a specific developer then it could be looked at as a negotiated contract.

Chair Fann stated that it's doable but there needs to be rules and regulations in place to make it happen and more input needs to be received from Council.

Audience Member Howard Mechanic stated it could be recommended to Council.

Chair Fann asked if there was any additional input.

Member Goodman asked if there was clothing or a uniform that the committee should wear during public education to identify them.

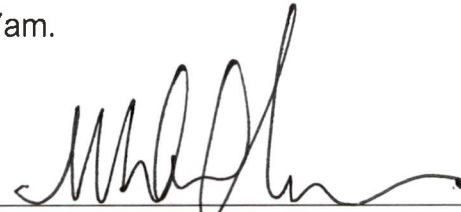
Chair Fann stated he would like to hear from the Communications Department about getting the message out first.

**4. UPDATES**

- A. Staff Announcements  
No Staff Updates

**5. ADJOURNMENT**

Chair Fann adjourned the meeting at 11:37am.



MIKE FANN, Chair

ATTEST:



AMBER FRASER, Staff Liaison