

DUE DATE: JULY 15, 2016 (1 year timeframe to complete AHAC tasks assigned by BOCC Resolution 189-2015)		Implementation timeframe				Initial Ranking 3-18-16 Level of Priority					Average level of priority ranking (March 18, 2016)	Info requested or needed to fulfill the incentive/strategy	Potential steps, partners, costs, and/or obstacles to implement	Notes	AHAC Recommendations to BOCC
	Initiatives / Strategies	short term (6 months to 1 year)	mid term (1 year to 2 years)	long term (> 2 years)	longer term (> 5 years)	1 not important	2 less important	3 somewhat important	4 important	5 very important					
TASK 1: Propose a definition for "Workforce" and the need within and where (geographically in unincorporated Monroe County) for providing housing for various income levels (very low, low, median and moderate)	a AHAC recommendation: Add new definitions to LDC: <u>Workforce</u> means individuals or families who are gainfully employed supplying goods and/or services to Monroe County residents or visitors. <u>Workforce Housing</u> means dwelling units for those who derive at least 70% of their income as members of the Workforce in Monroe County and who meet the affordable housing income categories of the Monroe County Code.	X								X	N/A	Add new "workforce" use to zoning districts that currently allow affordable or employee housing? Add to additional zoning districts? Separate density standards? Greater density?	County staff to process LDC amendments to adopt definitions and add zoning districts and other relevant code sections - route through public process	AHAC adopted Reso 01-2015 to recommend to BOCC	
TASK 2: Evaluate and define the workforce housing need in unincorporated Monroe County;	a AHAC recommendation: Continue to build database of deed restricted affordable units. The Committee strongly recommends staff coordinate and share information with the municipalities to create a countywide database.	X								X	N/A	need info from the City of Marathon & Housing Authority	County staff to keep lists. Municipalities & housing authority as partners, set intervals to share updated info	AHAC adopted Reso 01-2015 to recommend to BOCC. BOCC Reso 393-2015 supporting & encouraging collaboration	
	b Complete a Need Analysis? AHAC recommendation: Based on the current, available data, the Committee believes there is an unmet Workforce Housing need throughout Monroe County, specifically near employment centers. It recommends the BOCC recognize that Monroe County continues to experience a critical Workforce Housing need. The need and demand for Workforce Housing appears most critical for those households at the median, low and very low income levels and is most severe in the middle and lower Key						4	1	3	0	6	3.2	contract & costs of consultant, time	710 allocations available AHAC adopted Reso 01-2015 to recommend to BOCC	
TASK 3: Evaluate and propose additional mechanism to qualify and monitor the occupants of deed restricted affordable housing to ensure the units are preserved and maintained as affordable;	a AHAC recommendation: o Within 6 months, County staff should develop cost effective mechanisms based on HUD guidelines to enhance the monitoring of affordable housing including consideration of securing the services of the Monroe County Housing Authority, additional County staff or 3rd party monitoring services or some combination thereof. Funding estimates for such a program should be developed and evaluated by staff and the Monroe County Housing Authority and should be considered in deciding how to develop the most cost effective monitoring and qualifying approach. o The Committee strongly recommends staff coordinate and share information with the municipalities in developing these options, with a goal of developing a countywide monitoring mechanism program. o The Committee strongly recommends that the County identify and fund an enhanced enforcement program as an essential element for maintaining affordable workforce housing in the County. This program should address compliance and enforcement of deed restricted property to maintain our available housing stock. o Authorize Code Compliance and/or the Monroe County Tax Collector's Office to more aggressively pursue illegal rentals. o Require that owner-occupied units be homesteaded.					0	3	2	4	5	3.8		Housing Authority has limited resources Continuing to coordinate with third party entities	AHAC adopted Reso 01-2015 to recommend to BOCC	

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TASK 4: Develop solutions for rental housing	a	Additional density bonus for developments that are only (affordable) rental - in perpetuity - in Tier III?					0	0	0	3	12	4.8	Create an overlay process which requires rental and then provides a density bonus? Only for lower income (very low, low and median) categories?	County staff to process CP & LDC amendments to create an overlay process for rental affordable		
	b	Create Rental Assistance fund (first, last & deposit)					3	1	6	3	3	3.1		CFFK, County & Govts, Charitable Organizations, banks	assistance with 1st/last/security	
	c	Dynamic (current and accurate) Inventory for existing affordable housing					0	1	3	4	7	4.1	Dynamic DB of WH units	Develop List	for workforce assistance in finding housing / qualification needs, etc. Over time will show trends on unmet needs for future planning. Assists with monitoring	
	d	Increased Public Transportation					2	3	8	2	1	2.8	Study of existing and costs (private and public)	Businesses, governments (local, state and federal) regional (Miami/Dade)		
	e	Community Fdn FL Keys (CFFK) Loan and Housing Fund					0	0	2	6	8	4.4	List of existing WH funds and opportunities to encourage donors to support WH effort	CFFK Donors	IE: Rent Fund, ownership assistance fund, land/housing donations. Fund Knap Countywide HA? Advocate with donors on land sale, donation	
	f	Purchase properties with existing dwelling units or ROGO exemptions and deed restrict the market rate unit as affordable housing					2	0	3	2	9	4.0		Potential costs? Land Authority	help with increasing inventory	
	g	Outreach & Public Awareness to abate NIMBY sentiment to workforce rental housing					2	0	3	6	5	3.75	public relations and public information officer assistance	public information officers, education material, community meetings Campaign for business to do their share		
	h	Continue to prohibit (Increase enforcement of prohibition of) tourist housing use or vacation rental use of affordable housing units					0	0	2	1	13	4.7		additional enforcement resources		
	i	Buy back (or create incentives to retain) incentives for expiring deed restricted units to provide continued deed restricted rental units?					0	0	1	3	12	4.7		Potential costs? Evaluate if and timing to offer "buy-back" option? Land Authority		

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TASK 5: Develop incentives for development of workforce housing on Tier III properties	a	Additional density bonus for developments that are only (affordable) rental - in perpetuity - in Tier III? Develop additional density bonus for median, low and very low income categories?					0	0	0	2	11	4.8	Create an overlay process which requires rental and then provides a density bonus? Only for lower income (very low, low and median) categories?	County staff to process CP & LDC amendments to create an overlay process for rental affordable - route through public process			
	b	County to target Tier 3 lots for purchase & development of affordable housing. RFP for grouped lots for development					1	1	2	4	7	4.0		Direct land authority to focus/target Tier III lots			
	c	County (publically) -owned land - lease back to developer (COUNTY ALREADY HAS THIS INCENTIVE)					0	0	0	0	16	5.0	evaluate success of existing projects				
	d	Target foreclosure properties - vacant properties (Tier III?) for purchase & development of affordable housing or developed sites (any Tier?) with a ROGO to deed restrict as AFH?					2	2	6	0	5	3.3	Tier III? Replace with AFH ROGO and transfer Market Rate, or just deed restrict Market Rate ROGO?				
	e	Land Authority Funds Use: extending deed restrictions or buying back expired deed restrictions					0	0	2	3	8	4.5		Potential costs? Evaluate if and timing to offer "buy-back" option? Land Authority			
	f	Develop Affordable Housing Insurance Pool					0	1	2	2	11	4.4		more info on insurance coverage costs. Extend to non-HA properties? FIRM RE: future insurance partners/companies.	HA participates in AH pool (Florida? Nat'l?) . Could reduce AH operating expense		
	g	Outreach & Public Awareness to abate NIMBY sentiment to workforce housing					2	4	4	0	4	3.0	public relations and public information officer assistance	public information officers, education material, community meetings Campaign for business to do their share			
	h	Create provision for affordable deed-restricted " accessory residential units" in residential zoning districts (allow a small additional unit on a Tier III parcel with an existing residential unit)					0	1	0	2	12	4.7	Only certain zoning districts? minimum parcel size? Increase density and/or require retirement of TDRs (density from another site for the increase)? AFH ROGO allocation required.	County staff to process CP & LDC amendments to create the ability to do accessory residential units. - route through public process			
	i	Identify County owned land that can be utilized for affordable housing development (Tier III) AHAC completed review of Surplus Land inventory pursuant to Sec. 125.379 FS, and sent to BOCC					0	0	1	1	10	4.75		RFP for identified lands?	BOCC adopted Reso 404-2015 approving inventory of county-owned land which may be appropriate for Affordable housing		
	j	Make all Affordable Allocations available (not partition into annual allocations)															TO BE ADOPTED BY BOCC ON APRIL 13, 2016
	k	Develop a Property Tax incentive													legislative changes? budget implications?		
		(a) For Developers					0	0	3	2	11	4.5					
		(b) For Property Owners					0	0	1	1	13	4.8					
	l	Create additional density bonus standard for affordable housing that increases density with TDRs					0	0	1	0	13	4.9	max net density requires the transfer of density from a sender site to the receiver site to develop AFH) - increased density would require transferred density	County staff to process CP & LDC amendment to increase max net density			
m	Consider amending height limit for affordable housing					1	1	1	1	11	4.3	community support and interest. Max height? Different heights in different locations (on US1 vs. interior sites)?	County staff to process CP & LDC amendment				
n	List of available Land (Govt's, Utilities, School Bd, hospitals, NPOs (churches, etc.)					0	0	0	4	10	4.7	need other entities to share info and determine if they are willing to provide property for affordable housing	list of properties and map designations to determine if viable for affordable housing				

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TASK 6: Develop strategies for increasing density to encourage workforce housing development, such as micro housing and dormitories	a	Additional density bonus for developments that are only (affordable) rental - in perpetuity - in Tier III? Develop additional density bonus for median, low and very low income categories?					0	1	0	0	14	4.8	Create an overlay process which requires rental and then provides a density bonus? Only for lower income (very low, low and median) categories?	County staff to process CP & LDC amendments to create an overlay process for rental affordable - route through public process	Intergovernmental	
	b	Create provision for affordable deed-restricted " accessory residential units" in residential zoning districts (allow a small additional unit on a Tier III parcel with an existing residential unit)					0	1	0	0	14	4.8	minimum parcel size? Increase density and/or require retirement of TDRs (density from another site for the increase)?	County staff to process CP & LDC amendments to create the ability to do accessory residential units. - route through public process		
	c	Consider re-allocating market rate ROGOs to affordable to provide additional ROGOs?					8	1	3	0	1	1.8		demand for market rate and vacant land analysis		
	d	fractional ROGOs?					1	1	1	2	8	4.2	Keys already at 24 hours evacuation	exceed hurricane evacuation clearance time, intergovernmental review, state agency involvement and approval	5 bedroom house vs 5 units	
	e	Create additional density bonus standard for affordable housing that increases density with TDRs					0	0	2	2	12	4.6	max net density requires the transfer of density from a sender site to the receiver site to develop AFH) - increased density would require transferred density	County staff to process CP & LDC amendment to increase max net density		
	f	Consider amending height limit for affordable housing					0	1	2	1	10	4.4	community support and interest. Max height? Different heights in different locations (on US1 vs. interior sites)?	County staff to process CP & LDC amendment		
TASK 7: Develop strategies to increase the Monroe County Housing Authority's role in workforce housing, specifically as a management entity for rental workforce housing	a	AHAC recommendation: o Within 6 months, County staff should develop cost effective mechanisms based on HUD guidelines to enhance the monitoring of affordable housing including consideration of securing the services of the Monroe County Housing Authority, additional County staff or 3rd party monitoring services or some combination thereof. Funding estimates for such a program should be developed and evaluated by staff and the Monroe County Housing Authority and should be considered in deciding how to develop the most cost effective monitoring and qualifying approach. o The Committee strongly recommends staff coordinate and share information with the municipalities in developing these options, with a goal of developing a countywide monitoring mechanism program. o The Committee strongly recommends that the County identify and fund an enhanced enforcement program as an essential element for maintaining affordable workforce housing in the County. This program should address compliance and enforcement of deed restricted property to maintain our available housing stock. o Authorize Code Compliance and/or the Monroe County Tax Collector's Office to more aggressively pursue illegal rentals. o Require that owner-occupied units be homesteaded.	X								X	N/A		Housing Authority has limited resources Continuing to coordinate with third party entities	AHAC adopted Reso 01-2015 to recommend to BOCC	

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TASK 8: Explore and propose expanding local funding sources (local government, private/public partnerships, community/charitable organizations) to help expand workforce housing in Monroe County	a	Toll of US 1					4	1	0	1	8	3.6	Federal highway Update on feasibility and political will	Political and public support. Legislative effort . Cost analysis (via FDOT stats) and Performa. FDOT and possibly Miami/Dade agreement. Assists with Keys' security (law enforcement). Advocacy	toll to fund or subsidize affordable housing		
	b	Ad Valorem					2	3	1	2	6	3.5		Analysis. Political and Public support. Legislative amendments?			
TASK 8 (cont'd): Explore and propose expanding local funding sources (local government, private/public partnerships, community/charitable organizations) to help expand workforce housing in Monroe County	c	Luxury / sin tax / sales tax					1	0	2	0	12	4.5	analysis of what can be generated	research existing examples on cigarettes, alcohol, attractions?			
	d	TDC Penny/ Land Authority: Amend or Increase Tourist Impact Tax to provide dedicated funding for WH					2	0	0	0	14	4.5		Political and Public support? Legislative effort.	Extra penny from (2007?) economic downturn to now go to WH as tourism economy has recovered		
	e	Doc Stamps					1	1	2	3	8	4.1		analysis			
	f	Annual fee on non-primary residences that are not long term rentals					0	1	0	0	14	4.8		What is threshold for long term rentals - what about seasonal rentals? How to monitor rental status? How much? Authority to charge a fee?	use fee to fund or subsidize affordable housing		
	g	Community Fund					0	1	3	5	6	4.1		reach out to CFFK to encourage concerted effort in directing philanthropic funds (including existing housing) toward affordable housing			
TASK 9: Review and consider recommendations to the BOCC for amendments to statutes to address:	a	Sadowski Trust Fund donor inequity,					0	0	2	2	8	4.5		legislative support & action - County staff & lobbyist			
	b	Allow Land Authority funds to be used for extending deed restrictions or buying back expired deed restrictions to preserve affordable housing,					0	0	1	0	12	4.8		Potential costs? Evaluate if and timing to offer "buy-back" option? Land Authority	Land Authority has authority to do with existing legislation		
	c	Amend Low Income Housing Tax Credit (LIHTC) program to require on-site management longer than 15 years,					HELD FOR FURTHER CLARIFICATION					HELD		legislative support - County staff & lobbyist			
	d	Amend or increase 1 cent Tourist Impact Tax to provide dedicated funding for the provision of workforce housing specifically for the hospitality industry												TDC Penny: Land Authority Funds - 100% to workforce housing land (and construction?) (forgoing 1/2 penny to environmental land) % of dollars since inception that has gone toward AH	Community & industry support Legislative action needed. Advocate	(and construction?) (forgoing 1/2 penny to environmental land)	
		(a) For Hospitality Industry					4	1	2	1	6	3.3					
	(b) For Everyone					0	1	1	1	11	4.6						

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TASK 10: Develop strategies to assist in developing inclusionary housing requirements for hospitality and commercial sector to build workforce housing	a	AHAC recommendation: The Monroe County Affordable Housing Advisory Committee recommends that the Board of County Commissioners support the County funding and completing a workforce housing study to support development of inclusionary housing requirements for the hospitality and commercial sector to build workforce housing.	X							X	N/A	Analysis/Study (approved by BOCC)	County staff working on scopes & contracts for consideration at April BOCC meeting	AHAC adopted Reso 03-2015 to recommend to BOCC		
	b	Develop Land Development Code requirements for inclusionary housing requirements for hospitality and commercial sector to build workforce housing based on NEXUS STUDY	X								X	N/A		County staff to propose Land Development Code amendments for inclusionary requirements - route through public process		
BOCC Resolution 393-2015 supporting & encouraging collaboration with cities To be addressed at later time	a	City Planner AHAC participation. The Committee strongly endorses intergovernmental participation supporting collaborative AH efforts	X							X	N/A		Planners from each municipality invited to attend and participate in AHAC discussions toward Intergovernmental Collaboration			
	b	Consistent Nomenclature of affordable units types and income levels										explanation of county and city definitions	Intergovernmental Acceptance	assists with ease in transferring allocations and application process. Includes discussion on modified moderate (county)		
	c	Consistent Nomenclature: ROGO/BPAS										explanation of county and city definitions	Intergovernmental Acceptance			
	d	Consistent deed restrictions and timeframes (in perpetuity)														
	e	Consistent Nomenclature: workforce definitions												Intergovernmental Acceptance		
	f	Interlocal agreement for the transfer of allocations COMP PLAN already allows interlocal agreements for the transfer of AFH ROGOs											need info on whether cities have utilized their ROGO allocations would the City of Key West be willing to share AFH allocations with other jurisdictions?		private, vacant land review and evaluation of situation if allocations are transferred	
	g	Vacation Rental Regulations/Enforcement											explanation of county and city regulations	Coordination among jurisdictions and Tax Collector's Office, Real Estate Industry Leaders		
h	Local governments to commit funds to joint funding pool for affordable housing subsidies											Who administers the fund? What are review procedures and criteria?	Intergovernmental Acceptance			