

## Public Health & Social Services Committee Regular Meeting Minutes

**DATE & TIME:** May 4, 2020 – 5:00 PM  
**LOCATION:** Powered by Zoom Meeting by Dialing (646) 558-8656,  
Meeting ID: 969 2901 3903  
**PRESIDING OFFICER:** Chair Craig Lopez  
**LEGISLATIVE STAFF:** Jay Mahler, Nettie Tomshaw  
**PRESENT:** Legislators Criswell, Bruno, Petit, Uchitelle  
**ABSENT:** None  
**QUORUM PRESENT:** Yes

**OTHER ATTENDEES:** Deputy County Executive Marc Rider, Mid-Hudson News

Chair Lopez called the meeting to order at 5:08 PM.

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**Motion No. 1:** **Moved to Approve Minutes of the April 13, 2020 meeting**

**Motion By:** Legislator Petit  
**Motion Seconded By:** Legislator Uchitelle  
**Discussion:** None  
**Voting In Favor:** Legislators Lopez, Criswell, Bruno, Petit, Uchitelle  
**Voting Against:** None  
**Votes in Favor:** 5  
**Votes Against:** 0  
**Disposition:** **Minutes APPROVED**

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### Resolutions for the May 19, 2020 Session of the Legislature

**Resolution No. 176:** Amending The 2020 Ulster County Budget To Accept Increased Funding From The New York State Office Of Addiction Services And Supports For Minimum Wage And Workforce Cost Of Living Adjustments – Department Of Mental Health

**Resolution Summary:** This resolution amends the 2020 Ulster County Budget to accept increased funding from NYS Office of Addiction Services (OASAS). \$4.6K

**Motion No. 2** **Moved to Discuss & Adopt Resolution No. 176**

**Motion Made By:** Legislator Bruno  
**Motion Seconded By:** Legislator Uchitelle

**Discussion:** See attached transcript.

**Voting In Favor:** Legislators Lopez, Criswell, Bruno, Petit, Uchitelle

**Voting Against:** None

**Votes in Favor:** 5

**Votes Against:** 0

**Disposition:** Resolution adopted

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New Business:

Legislator Petit discussed housing needs in Ulster County. See attached transcript.

Chair Lopez asked if there was any other business, and hearing none;

Adjournment

**Motion Made By:** Legislator Petit

**Motion Seconded By:** Legislator Uchitelle

**No. of Votes in Favor:** 5

**No. of Votes Against:** 0

**TIME:** 5:22 PM

Respectfully submitted: Nettie Tomshaw, Legislative Staff

Minutes Approved: June 1, 2020

## Public Health & Social Services Committee Transcript

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**ABSENT:** None  
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**OTHER ATTENDEES:** Deputy County Executive Marc Rider, Mid-Hudson News

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**Lopez:** All right then well, we will call the meeting, call the meeting to order.

**Lopez:** And if I can get a motion to approve the minutes, from our last meeting.

**Petit:** I'll move.

**Uchitelle:** Second.

**Lopez:** Alright all in favor.

**All Members:** Aye (5-0)

**Lopez:** Very good.

**Lopez:** Well, we got pretty light agenda tonight. So, a I'll move right into resolution. Amending the 2020 budget to accept increase. This is COLA from Oasis.

**Lopez:** A move for discussion.

**Bruno:** I'll make that motion.

**Criswell:** I'll second it.

**Lopez:** Seconded. Any discussion? Nothing huh? Alrighty.

**Uchitelle:** Accepting money, I mean how you know, we're gonna not accept the money?

**Lopez:** Yeah, no of course yeah.

**Bruno:** (laughter)

**Uchitelle:** We'll take all we can get these days.

**Lopez:** True, so ok well then all in favor?

**All Members:** Aye (5-0)

**Lopez:** Alright opposed? Good to hear.

**Lopez:** Alrighty, a well jeez, that was easy.

**Lopez:** Any new business, old business?

**Uchitelle:** I hope the rest of our meetings this week are this easy, but something tells me that's not going to be the case.

**Bruno:** I believe your right Abe.

**Petit:** I've got, I did pass on a, we have been having some meetings with local tenancy organizations and some organizations who are offering alternatives to housing. Um you know, I did pass that along. It was kind of got to me late we were supposed to get it Saturday so I can pass it along a little bit earlier but, per Abe's recommendation and I'm forwarding it to Evelyn. Unfortunately, I didn't have her email address. But, if you can take a look at that, I think our concern now is the housing once they've lifted, the a the quarantine and the payment for deferment for tenants and landlords to their for their mortgages are going to cease. And even though they don't expect an economic downturn significantly, it is going to still impact the working class, the working poor and of course, anybody who rents. So, I'd like to kind of take a step into it. I don't know what kind of impact this will have on our social service programs. And certainly, you know, with, with an unprecedented \$30 million or 30 million citizens in the United States that have been filing for unemployment, that there is going to be housing impact. So, I should have also Abe forwarded that to Michael Iapoce I guess.

**Petit:** I was muted, wasn't I?

**Uchitelle:** No, we can hear you. (laughter)

**Petit:** So, I don't know if anyone had a chance to look at again, it was sent out very late, because I happened to get it pretty late this morning. And then I was out, you know, delivering food and making phone calls. But if you could, perhaps for next month, so we could have a conversation, I do think that this is going to impact our social service program. You know, so, again, we're looking at a whole new way of life in, in worse, this is uncharted waters. We don't know what we're getting into. But I'd like to be somewhat prepared.

**Bruno:** Laura was that ever referring to that letter we got today, which is about 12 pages long.

**Petit:** Yes, that one, the last minute 12 page.

**Bruno:** Yeah, we got like an hour ago.

**Petit:** Yeah, yeah.

**Bruno:** I started to read it, it was just went on and on.

04:07

Petit: It was in that way too late. It was we were hoping for Friday evening, perhaps Saturday. I got it at some point this morning, I started to look at it and I had I had to get out there. So perhaps for next month's meeting, or or even if offline, I mean, Legislator Uchitelle and I have met offline about housing. This is going to be an issue. If they can't pay their rent now, they certainly can't pay an accrued three months' worth of rent. And some of the landlords are concerned because if they're not getting paid, they have mortgages, they could potentially lose their properties. So, this just gives us a little more insight into a potential homeless problem and getting people housed. There is a shortage of temporary housing.

Lopez: I didn't have a chance to read that the email that came through but, but, is it is it just discussing the potential problem or does it actually have solutions.

05:11

It has solutions in it, which was really nice. I, I do have to put his name is Brian Riley. He is, I sent along his resume in Economic Development and Planning and he's done this throughout the US. So, there are solutions, it's very well thought out. And, you know, in our conversation, some of my thoughts that I had put forward, he goes, you know, that's kind of a typical way or a normal way of handling and he says, but it doesn't work, at least for problems that may occur within the next three to six months. You know, if you're looking at a program that you might not initiate for another two to three years, it would be great. So, he did have some recommendations.

05:59

Also with the temporary housing of the homeless you know, if there are homeowners who are having problems meeting their mortgage, it was suggested perhaps they could, you know rent a room and we could somehow contract with social services to a, to provide housing, which would also help the homeowners or the Airbnbs. I don't know what and how this quarantine has impacted the Airbnb industry, but we could certainly flip it around and it could help us with our temporary homelessness program as well. So, there were some really good well thought out ideas. He also does development. So very well rounded and maybe if we could, we could get him on the agenda for next month.

**Lopez:** Sure.

**Lopez:** Go ahead Abe.

So, you know, I think one of the things as it's pertinent to this committee that I took from, from just you know, skimming the document quickly is just the impact on social services. And I know that tomorrow at the Economic Development, Planning and Housing Committee and I think I'm even missing something because that's the committee that handles everything. I think we're going to be going into depth on some of these things, which is why I suggested that you forward that to Deputy Executive Wright.

And I think when you know, for those of us that are on this committee, as we are participating in those conversations, as well, and I'm on both committees, that we think about how we might be able to assist I, in the context of being members of this committee in the social services component of it. I do find it on a very broad level. I find it interesting that the Economic Development Committee handles such a wide remit and I also have a very different sort of way feel quite odd that we are experiencing an unprecedented public health crisis right now and the public health committee is like ready to adjourn at 5:16.

So that's, you know, obviously not our fault. It's the way that the you know, the way that everything is structured here, in terms of who, you know, what committees do what so I would, I would love for us to play a role as a Public Health and Social Services committee in assisting in the social services side of this response, because in many ways, housing is a public health issue. So, I guess in inclusion, we have to look ahead to tomorrow and think about how we can play a role as a committee here in furthering that conversation that of course is going to happen through the Economic Development Committee.

**Lopez:** Go ahead Marc.

**Rider:** So, I mean, the reason that housing is part of economic development is because they also receive planning, which does a lot of the CDBG, etc, and a lot of the housing programs. Anything social services related would come through this committee though.

So, if it's, if we're talking about adding social services programs, it would need to, I think be discussed here. I'd also appreciate if somebody could forward me whatever you're talking about, because I haven't received what it is. If it's if it's dealing with the Social Services Department, it would be great. What I will say is that we're expecting somewhere in the realm of 20 to 30 percent State cut in state aid for social services. Kind of as a best-case scenario as we work through the state budget process. That was if they include Medicaid cuts, and school aid cuts in the formula it would be, you know, the state has already projected a 20 to 30 percent cut. So, on top of us anticipating a \$34 to \$36 million loss in sales tax revenue and other cuts, I just, I would find it hard to believe that we're able to increase programs a lot right now. But I mean, I definitely think that homelessness is something that we're going to have to look at through the Department of Social Services.

**Petit:** Yeah, I mean, I, I agree, we're not going to have the funding there. But we are going to have the need. So, this again, is uncharted waters, we're really just going to have to look at thinking outside the box. Much similar to, to the Executive's, project resilience, where we are able to feed people without tapping into tax dollars, so we're going to have to be relying I think a lot on the private sector and the not for profit sector. But now this will be a talk tough one Marc, because it's, you know, we don't have the funding, we recognize that, but boy, we're going to have the need. That's the scary part.

**Lopez:** Definitely way, right. But you're looking at the difference between, like Project Resilience of providing \$10 meals, you know, provided to restaurants, as opposed to actually providing, you know, housing for people that you know, will need it when and if, you know, those issues come to fruition. So, yeah, it's a it's definitely gonna be an issue that I foresee, and I look forward to reading what your email had said what you had forwarded and perhaps it's something that if we all read, take a look at it and discuss it.

**Petit:** Baby A is very excited!

**Lopez:** Yeah yeah yeah, we can take a look at it and discuss it. You know, next month or actually if but if you forward it to the Economic Development Committee, then maybe you guys would be able to have that discussion a little earlier. When, when's that committee tomorrow?

**Uchitelle:** Yep.

**Lopez:** Okay.

**Petit:** Marc Rider.

**Petit:** I can't find any of you in this email. I'm sorry. And I got to get it to Brian Cahill.

**Tomshaw:** Marc, I can send it to you.

**Rider:** Thank you.

**Petit:** Okay, thank you.

**Bruno:** No, excuse me. Sorry, Laura. You know, thinking outside of the box, I think is spot on. And we know it's going to be huge, huge need. One thing just outside of the box that popped into my head is much we set up these emergency overflow hospitals you may have to do something similar with housing, such as utilizing Tech City, utilizing maybe old schools that are being used anymore within the district, turning them somehow efficiently into housing somehow, countywide, like it's just one of the things that came into my head outside of the box, finding space for these people.

**Lopez:** That's actually, that's, that's a good idea. You got it, you got to think people are going to be recovering from this illness a lot quicker than the economy's going to recover. So, you know, the hospitals and the facilities that were set up to, I anticipate some of that overflow may possibly make maybe a possibility to turn into at least some temporary housing facilities for people to go to one and if they if they have to. So yeah...

**Bruno:** Just something that popped into my head as we're sitting here talking, you know, when I glanced through that letter, as best I could have this is quite lengthy, earlier, but I just think you know, the possible we have the, we have the, I think the resources to handle it if we apply them correctly.

**Lopez:** Alright. Anything else? No, okay well.

**Petit:** Motion to adjourn.

**Lopez:** Yeah motion to adjourn?

**Uchitelle:** Second.

**Lopez:** Second, all in favor?

**All Members:** Aye (5-0)

**All Members:** Thank you.



## [Some Potential Immediate Housing Options and Actions for Ulster County, NY](#)

May 2020

Prior to and up until the first quarter of 2020, Ulster County has faced significant and persistent unmet housing needs. The case backlog is over 5,000. In addition to the tremendous human cost to individuals and families, and budgetary costs to multiple levels of government, there are wide ranging, yet unquantified, costs to our local economy and the health and wellbeing of all of our residents. This is an additional, less visible, drain on our communities.

As a result of the COVID Pandemic, Ulster County residents will need increasing county services for economic, social and public health services.

The scope and nature of the pandemic impacts on our economy and all levels of government are unique in our lifetimes. As the impacts become more clear, assumptions we have held our entire lives about sources of funding and revenue can no longer be counted on with past certainty. The real possibility of more outbreaks, the compounded impacts on entire industries, make the very conditions for doing business different than they have been after any prior business downturn, recession or depression in the last 100 years..

Now, more than ever, we need new ways of addressing problems and getting things done in county and local government.

Budget cuts and cost shifting are underway. The remaining capacities of local government will not be able to provide the same level of services. What level of services and actions are needed to prevent further impacts to our small businesses and residents? Where can we take control over our own fiscal stability?

We need to deploy solutions that address multiple problems at once.

We need to assemble and align what's left of diminishing resources and deploy even more efficient actions.

And we need ways to work together that allow us to learn what works and quickly adapt. Continuously.

In this environment, long and deliberate planning processes that take months and a year or more will almost certainly find the conditions on the ground will have changed from when the analyses began. And there will be a need for answers, actions and outcomes faster than local government's past processes were designed to deliver. We can do planning *and* implementation together (not one after the other), saving money and getting faster results. Our very financial survival may depend on this.

This is the backdrop within which the Housing Committee has been launched.

In the spirit of addressing multiple problems with each solution, and working together differently, here are some initial immediate ways the committee can address a number of issues and opportunities together as one tangible place to start:

- 1) Demand for Housing
  - a) Very soon rent and mortgage moratoria will expire and the resulting impacts of these and other economic forces (such as job loss for tenants and mortgage repayment pressures for building

owners) will significantly increase. This will exacerbate existing housing needs with new demand and destabilize supply at a time it was already too small to meet the previous level of need.

- b) In this context, one promising solution to a number of related problems could be a more efficient way to provide Emergency Shelter services, combining the existing shelter services (assessment, processing, referral) to clients with additional services to both tenants and landlords (such as licensing rather than renting units) at no additional net cost. There are inefficiencies in how the government acquires and rents emergency housing. There are also effective tactics to assist people out of emergency housing and into more stable long term solutions. Such services are disconnected, under funded when they exist, do not adapt to client needs and are not outcome-oriented.
- c) **There is value in a pilot, rapidly deployed, under the Ulster County Department of Social Services, within existing authority and budget this FY, to immediately reduce current caseload and test such potential integrated solutions for broader impact. Lessons could be shared with the committee and departmental and agency stakeholders, as they are learned, to inform existing practices. At the pilot's end, successes could be analyzed to (potentially) be scaled.**

## 2) Supply of Housing

- a) Short Term Rentals. For some time concerns have been raised about the local impacts of app-based short term rental housing such as AirBnB, among others.
- b) Our Building Stock
  - i) Nationally, the documented market demand for housing in for rent formats has greatly exceeded supply for over a decade. This demand will continue for decades with demographic trends underway now, driven by the tsunami of baby boomers and millennials entering into and shifting within the housing market.
  - ii) What we face right now with the pandemic, in the opinion of economic and real estate analysts like Sharon Woods, principal at LandUseUSA, is that

*“Economic crises like the current one can have a profound impact on the lifestyle preferences of migrating households. We must anticipate that Covid-19 will lead to exceptionally high movership rates among newly uprooted workers seeking urban housing choices to lease. They want to lease because they want to remain very mobile, resilient, footloose, and free. They will also want to be entrepreneurs and small business proprietors with home-based offices, and they will seek urban places to live and run their small business. They will include everyone from small restaurant proprietors to construction tradespeople to small scale developers.”*

How well does the county's building stock meet these needs?

- iii) For a long time we, like many places, also have had different (but overlapping) problems of housing affordability and suitability. As a 2014 White Paper from NYU's Furman Center for Real Estate and Urban Policy describes it

*The shortage of units that are affordable given the incomes of the population is one well-known problem. In addition, the sizes and configurations of available housing frequently do not match the specific needs of prospective tenants..At all income levels, today's households are much more diverse, and more fluid, in composition than the prototypical nuclear family of the 1950s. Household sizes have shrunk, people are waiting longer to marry and more are unmarried or divorced, more people are living alone, more people are sharing housing with unrelated individuals, and people are living longer. The misalignment between the nature of the stock and the needs of renter households has been exacerbated by land use regulations and building codes that have not kept pace with evolving housing demands. Likely as a result, cities throughout the country have seen an increase in illegal housing units—units that do not conform to zoning or building codes and may not always provide safe living environments. Further, many people are estimated to be living together who would prefer to live alone, and some people are paying to live alone in housing that is bigger than they would prefer.*

- iv) Within these contexts, amid forces and trends beyond our control, there are some opportunities within the control and influence of local government. They relate to enabling locally-grown, small-scale, neighborhood-focused small businesses of “incremental developers” to renovate and build to address this unmet demand.

v) **What is incremental development?**

(1) It is buildings and financing at a small scale. Development by people who are committed to, and usually live in, an urban place and treat it as their “farm” to cultivate for the long term. Incremental development uses the “DNA” of traditional American neighborhoods--walkable, arranged efficiently in lots and blocks, with private buildings facing a public right of way. It builds buildings of a scale compatible with what exists already, at a pace of small changes that isn't jarring. It uses land very efficiently and produces more than its fair share of property tax revenue.\* It is built by people who are from the place--whether renovating as a side hustle evenings and weekends or as a full time small business that hires locally. This has been one way many Americans have built wealth in the past. And several types of Americans were also systematically excluded from this opportunity. Compared to a wage earning job, it can provide a ten-fold rate of return to the developer, while also providing space to residents and businesses renters can afford. When done well, it is done without government subsidies. Within a web of local relationships that strengthen the block, neighborhood and entire community. While this may sound foreign, it is how every village, town and city was built in America before auto-oriented design became the norm. And it is being done today by a network of over 8,000 small developers and local champions across North America supporting this kind of development to help our neighborhoods contribute more strength, prosperity and resilience for everyone. The three-year old national non profit Incremental Development Alliance is helping train small developers and local governments in this way of doing business, one small building at a time.

- (2) With the pandemic, the values of incremental development are even more apparent. In Ulster County, they could immediately address:

(a) Increase Suitability of Housing for

- (i) Seniors, for living more safely and comfortably with either mobility or other impairments through safety and liveability modifications. And, living more affordably by converting a portion of a large house occupied now just by a couple or single elderly owner, into a revenue-generating attached or detached “in law suit” or “accessory dwelling unit.”
- (ii) Veterans, adults with disabilities and other groups whose various needs can not be met with the current supply of available housing options.

Because small scale developers are neighborhood-based and part of the social fabric they can learn about such individuals as a source of tenants. Training can further help developers learn how to do cost effective renovations to accommodate such needs, design cost effective smaller units to keep rents low, and employ universal accessibility design principles for suitability over the life of the building.

In 2016 the Cuomo administration issued new regulations for senior housing and provided model ordinances (for Temporary Accessory Dwelling Units and a Senior Housing District Floating Zone). **The County could identify municipal conformance with these senior and disability regulations. To motivate further action, an order of magnitude estimate of the possible number of new units of housing could be undertaken. Review of the model ordinances could also identify how to calibrate them locally to optimize new unit production. Local regulatory changes that enable new housing formats also induce local economic activity (especially for local and MWBE businesses) from implementing those projects. This could be a no cost stimulus program that also addresses housing security.**

Increase Affordable Housing for

- (iii) a range of renters through both a diversity of housing sizes and configurations which address suitability and affordability. Innovative design solutions, such as the “roommate house” concept devised outside Dallas, allows a small developer to partner with a low income person who gets equity in what functions as a duplex in exchange for managing the other unit
- (iv) and entire property. It leads to eventual ownership for a person otherwise not financially able to own. Other creative arrangements such as cottage courts (a more viable version of “tiny houses”) are being tested across the US. This is not mass produced housing financed by out of town investors, it is creative design serving local people whose risk is mitigated by know how, local financing and local relationships.
- (v) people at various rental price points. Housing is considered affordable if a household spends 30% or less of annual income for it. HUD characterizes household income as above average, average, low, very low and extremely low. 2019 figures for Ulster County are in the following table.

## FY 2019 Income Limits Summary

Selecting any of the buttons labeled "Explanation" will display detailed calculation steps for each of the various parameters.

FY 2019 Income Limit Area	Median Family Income  <input type="button" value="Explanation"/>	FY 2019 Income Limit Category	Persons in Family							
			1	2	3	4	5	6	7	8
<b>Kingston, NY MSA</b>	\$83,300	Very Low (50%) Income Limits (\$) <input type="button" value="Explanation"/>	29,200	33,350	37,500	<b>41,650</b>	45,000	48,350	51,650	55,000
		Extremely Low Income Limits (\$)* <input type="button" value="Explanation"/>	17,500	20,000	22,500	<b>25,750</b>	30,170	34,590	39,010	43,430
		Low (80%) Income Limits (\$) <input type="button" value="Explanation"/>	46,700	53,350	60,000	<b>66,650</b>	72,000	77,350	82,650	88,000

**NOTE:** Ulster County is part of the **Kingston, NY MSA**, so all information presented here applies to all of the **Kingston, NY MSA**.

(vi) To determine which levels of income can incremental development serve in Ulster County, a project-level development budget (*pro forma*) can be used. These are the same documents used by banks to evaluate construction loans and permanent financing. Local factors such as attainable rents, construction costs and permitting and compliance fees) are the variables that determine how expensive the building is to build, and as a function, the rents needed to build that building. The permitting and compliance cost inputs into new construction are directly under local government control. This includes permitted uses, onsite parking regulations, stormwater rules, minimum lot sizes, lot coverage ratios, greenspace requirements--many things that on their face wouldn't seem to have bearing on affordable housing production. They also quietly inhibit other new development. The kind of small buildings that can contribute to a thriving local small business environment. If all these regulations are aligned toward that outcome. Few places have looked this closely at their own rules, yet in this way they do have control over their future. They just may not realize it.

Often, many missing middle building types have become illegal to build in many neighborhoods, though they may exist from before these laws throughout the very neighborhood! Making legal what already is is something municipalities are doing in every state. **Similar to the above, these regulatory changes could be a no cost job stimulus and small developer/construction trades boost further buoyed by existing demand.** Tools like zoning "stress tests", development simulations and

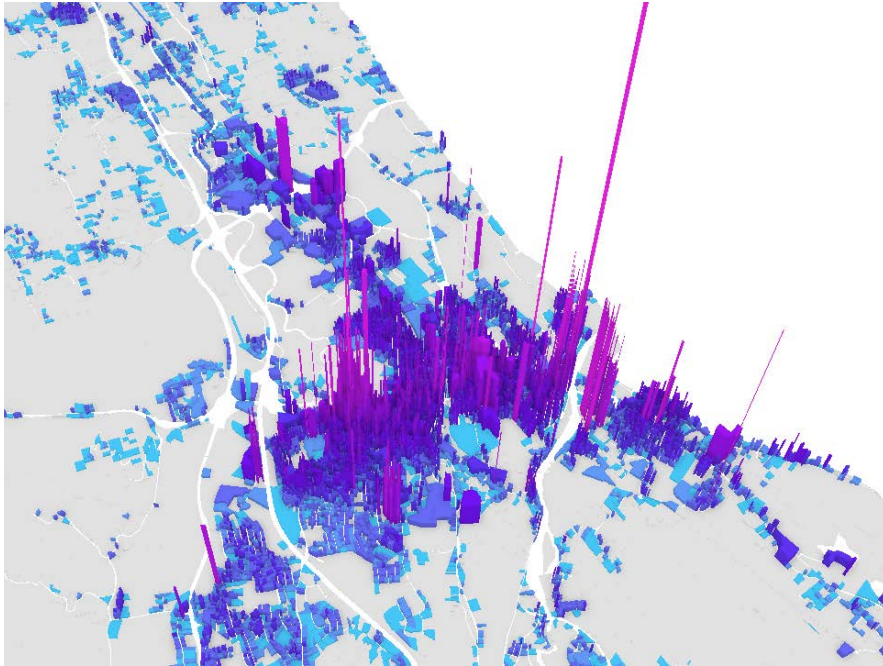
implementation clinics are used by local governments to identify areas in need of change and alignment.

(vii) Ulster County could **broaden awareness of, and gauge interest in, such incremental development perspectives and approaches by hosting a virtual presentation or Q&A with some of the co-founders and faculty of the Incremental Development Alliance who live in NY state. They could share statewide and national examples of real estate strategies that are stabilizing small businesses, and the kind of renovation and new construction housing activities described above--including how Ulster County can position itself and its business and tax base to benefit from pandemic-induced household movership and lifestyle housing choice trends underway. Invitations could be made through small business, WMBE and contractor registries, local real estate brokerages, housing and other agencies and departments, among others.**

(b) Interating Planning & Implementation for a Three-Fold Increase in Outcomes  
The tech sector has been employing approaches to integrating planning and implementation for the last 20 years under an umbrella called “Agile” practices. Some of these ways of doing work faster have been developed by members of the Incremental Development Alliance for use in local government to support and accelerate the kinds of housing and community outcomes described above.

**Such an approach in Ulster County could be applied to the way the housing master plan is approached. There is the potential to replace the standard stages of a relatively long period of analysis, followed by the generation of recommended action steps with a shorter, rapid and more inclusive approach with stakeholders trained to devise and deliver the actual implementation steps from the beginning, in smaller, incremental steps, at a pace that is sustainable over the long haul.** The traditional planning process delivers recommended action steps at the *end* of the process and they are for others to implement (which is why they often fail to be fully implemented). Instead, it is possible to engage those who would eventually be tasked with implementing to learn to drive an alternative process that builds their own capacity to get work done and deliver results in smaller, more incremental but measurable steps. In this way, for a percentage of the cost, a coaching approach replaces a consultant approach, and local agencies and other actors are actively doing and delivering work throughout the process. Coaching ends when the local team decides it can continue effectively on its own. This could cut the timeline for planning, perhaps by up to half. The learned productivity and effectiveness of agile teams frequently increases outcomes by as much as three times. The resulting contract savings could be redeployed by the team into new work needed for the advancing housing outcomes (such as technical assistance and analyses to allow staff to focus on other work to be done), or saved by the sponsoring government.

\* Incremental Development builds on traditional neighborhood development patterns whose property tax productivity is visualized below for Kingston, NY.



**Value Per Acre** (a property tax base productivity measure related to building form, lot size and location).  
Traditional neighborhood design corresponds with most of the highest values (peaks) across all parcels .