



# BLAINE COUNTY HOUSING AUTHORITY

## BOARD MEETING AGENDA MEMO

Meeting Date:  Staff Member:

Agenda Item:

### Recommended Motion:

“I move to approve the BCHA Action Plan.”  
or  
“I move to approve the BCHA Action Plan with X,Y,Z adjustments.”

### Reasons for Recommendation:

- The Strategic Plan is a long-range plan that reflects high level goals and objectives of the Board and has not been reassessed since its creation. An Action Plan clarifies the most relevant and immediately impactful, needed, and feasible actions for staff to pursue. It reflects learnings and changes since the creation of BCHA’s Strategic Plan.
- An Action Plan gives clear direction to staff on approved actions for the fiscal year, which enables appropriate time and resource allocation.

### Policy Analysis and Background (non-consent items only):

**GOAL 4: INFORM, ENGAGE, COLLABORATE**  
**OBJECTIVE 3: CREATE A REGIONAL HOUSING ACTION PLAN**

**Context of the Strategic Plan Development**

In June 2022, the BCHA Board of Commissioners and governmental liaisons developed a new Strategic Plan. The process was facilitated by Agnew::Beck, with the support of Blaine County, the City of Ketchum, and Spur Community Fund. The Strategic Plan was developed while BCHA was undergoing tremendous organizational change-- BCHA staff had resigned, Board members were in transition, and parallel planning efforts and conversations were underway. *The full Strategic Plan is attached.*

Parallel planning efforts: Alongside BCHA’s planning process in 2022, Ketchum had just wrapped up planning efforts and Blaine County was conducting their own housing discussions. Ketchum had developed its Housing Action Plan (HAP), now in year two. This plan was developed with significant, countywide input – including a survey with over 1,117 responses and interviews with 30 key community leaders representing service providers, businesses, developers, philanthropy, and local government leaders from throughout the county. Research was conducted to identify best practices for destination communities, including interviews of six peer communities’ Housing Directors, a housing needs assessment, and general housing policy research.

Ketchum’s HAP was intended to be a community-driven plan, developed with a task force of twenty community members that represent diverse industries and perspectives, and public feedback via an open house, focus group, and digital public comment. Actions included quarterly housing conversations with local governments and separate quarterly conversations with Implementation Partners – i.e. those undertaking or supporting specific actions in the plan.

Simultaneously, Blaine County initiated conversations about how to increase coordination amongst the various jurisdictions and how to build their own internal capacity to respond to regional housing shortages. This process brought to light the need for county-wide coordination to make the housing efforts less duplicative and confusing for not only the community but also investors, developers, local philanthropic entities, and local governments.

Gaps in Housing Services: The planning discussions and efforts at BCHA, Ketchum and Blaine County clarified the existing gaps in services and coordination. Despite the many organizations working to address housing, key housing services and knowledge were still missing, and the overall experience for the community was fragmented and disconnected. These findings led the BCHA Board to affirm that the best way to serve the community, provide regional coordination services and respond to funders, was to develop a new approach to the implementation of housing services, programs, advocacy, and coordination. This approach centers around filling gaps in housing services – regularly cataloguing existing efforts and positioning a nimble, experienced BCHA team to fill the existing gaps. The resulting new mission is for BCHA to be “a central source of innovative solutions, advocacy, and knowledge for community housing in Blaine County.”

Operational Scenarios: At the time of Strategic Plan development, the Board and government representatives discussed different scenarios previously discussed amongst jurisdictions. The aim was to adequately implement this new scope, and operational scenarios explored include (1) maintain the status quo, (2) form a regional housing Joint Powers Agreement, and (3) set up a new housing initiative, 5B Housing, as a joint project, under which BCHA would sit. The Board was supportive of this third arrangement because it would create a shared Housing Department that could take on regional housing needs, producing better outcomes for regional coordination and enabling greater funding and capacity support for BCHA. The Board also acknowledged that this approach would be confusing for community members and would require time and resources to transition.

### **Progress since the Adoption of BCHA’s Strategic Plan in June 2022**

Goal 1, Build organizational structure + capacity to serve regional housing opportunities + gaps: During the Fall of 2022, service providers countywide called for action regarding a substantial increase in households experiencing homelessness. This controversial housing reality and the continued struggle to staff BCHA spurred the County to initiate regular small-group discussions of government administrators and elected officials regarding the future of BCHA. This group expressed limited interest in a new 5B Housing model, so the County considered bringing BCHA staffing in house.

By February 2023, County elected officials and administrators acknowledged that there was limited capacity and physical space to adequately serve and manage housing authority staff and implement the Strategic Plan. They recommended – and Ketchum City Council agreed – that the City of Ketchum was best situated to staff BCHA, effectively merging housing, communications, HR, and building resources. Ketchum and BCHA now have a contract for services, whereby Ketchum staffs BCHA and serves as the Executive Director (per updated bylaws). Blaine County and Ketchum co-fund BCHA, with additional revenue from grants and operations.

While the scope of BCHA grew, so did the need for additional staff to adequately operate. The Housing Fellow (contract), Interim Housing Manager (contract), and Housing Director (Ketchum staff) have relevant technical expertise. Currently, there is an open Deputy Director position for Ketchum's Housing Department – currently being reassessed for scope and pay. Dependent on the candidate's expertise, the Deputy Director could replace all or a portion of the Interim Housing Manager's and/or Housing Fellow's workload with BCHA. Leadership is also currently considering merging two part-time positions (compliance and application review) to increase transparency and efficiency within the housing team.

Goal 2, Recommend + advocate for policy that promotes housing: The Ketchum team consulted with Hailey on their locals-only pilot program, and BCHA will administer new inventory from Ketchum's Ownership and Preservation Program pilot. Ketchum's 2022 Housing Needs Assessment included data and analysis for each jurisdiction within Blaine County. BCHA conducted a new survey in 2023, identifying needs and preferences of those seeking housing.

Staff are working to migrate to a new data and application system which will enhance data tracking, analysis and reporting. Staff also created a 2023 resource guide – now updated for 2024 – and a common intake form for referrals based on eligibility for all restricted housing in Blaine County. BCHA has also historically been the only entity tracking rental data. In 2022, Ketchum staff added review of Facebook posts to rental rate tracking, but tracking stopped in September 2023 due to inadequate staff and Facebook access. Staff are now exploring an overhaul of the rental tracking system with Boise State Idaho Policy Institute.

Goal 3, Expand, coordinate + improve services to create housing stability: This goal area has seen the most progress, with support from homelessness expert and Interim Housing Manager Courtney Noble. BCHA adopted an Emergency and Transitional Housing Plan, added new bilingual staff, took over contract management of a landlord-tenant mediation program, and released the Blaine County Resource Guide. Additionally, BCHA has increased its transitional housing efforts and capacity—bringing nine more Lift Tower Lodge units online and master leasing High Country Motel and Silvercreek Living for a total of 54 units currently dedicated to people experiencing housing instability.

Housing Navigation System / One-Stop-Shop efforts began in the Fall of 2022, with input from case workers, service and housing providers and property managers. Staff continue to work towards BCHA being a primary point of entry, publishing the Common Intake Form online in English and Spanish, establishing referral processes for Bluebird Village and 1<sup>st</sup> and Washington, and familiarizing case workers with housing application processes.

Goal 4, Inform, engage, collaborate: 5B Housing was not launched, nor was a rebranding initiative. Ongoing communications and coordination have improved, with increased dialogue with service and housing providers. No membership group or coalition has been created or facilitated by BCHA. This goal includes the creation of a regional housing action plan, which is proposed in this staff report and will be reviewed at the February 14<sup>th</sup> Board meeting.

Goal 5, Steward/preserve + expand portfolio of deed restricted homes: To steward and preserve BCHA's portfolio, staff established an annual compliance review process. An integrated data management, application, and customer relationship management system is identified and transition to this new system is underway. A review of human capital is underway to ensure adequate and efficient staffing to manage these systems and, therefore, inventory.

Expansion of the inventory of deed-restricted homes is primarily being conducted by individual jurisdictions. BCHA does not have adequate funding to establish high-cost countywide programs. However, staff analyzed BCHA’s homeownership portfolio and associated CC&Rs to better understand how assessments and dues are calculated for the community housing units. This will inform any plan and grant applications for a rehabilitation program. The list of existing housing opportunities is included in the Resource Guide, however service providers and the Board agreed to only focus on below-market housing for now.

*The detailed Progress Report for June 2022 to January 2024 is attached.*

**The Proposed BCHA Action Plan**

Per Goal 4, Inform, Engage and Collaborate, Objective 3, Create a regional housing action plan, staff used the 2022 Strategic Plan and learnings over the last year and a half to inform a draft BCHA Action Plan. To align with the fiscal year, staff propose that this plan apply for the remainder of fiscal year 2024 with potential revisions during budget review for FY24/25. This timing would enable BCHA to adopt an Annual Action Plan with a budget that reflects the actions therein.

One primary question of this plan is whether and how to integrate actions for individual jurisdictions. If the Board and local jurisdictions see value, BCHA-only and jurisdiction-only actions could be differentiated within the plan. The proposed plan is as follows. *A redlined version of the Strategic Plan – adjusting to an Annual Action Plan – is attached.*

<b>GOAL 1: Build organizational structure + capacity to address regional housing opportunities + gaps</b>	
OBJECTIVES	PROPOSED 2024 ACTIONS
1. Maintain current BCHA governance structure	Maintain current structure and contract for services with City of Ketchum. Continue to dialogue with all governmental partners on future maturation of the structure.
2. Secure funding to operate entity and all BCHA actions	Develop and secure approval of a budget (Blaine County and City of Ketchum) to support BCHA. Continue to explore funding participation from other governmental jurisdictions.
	Continue fundraising beyond local government, with support from BC Housing Foundation. Convene BC Housing Foundation Board.
	Continue meetings with Hailey, Sun Valley, Bellevue. Engage other local governments through active liaisons.
3. Create a robust, diverse housing staff team with a range of technical skills to serve regional housing needs.	Ongoing: Maintain Executive Director/Director.
	Hire, train, and maintain staff team to support (or contract for services) and/or transition existing staff into new roles. Pursue converting part-time application assistance and compliance review to a full-time position.
	Ongoing: Maintain staff or contracts for technical services (e.g., grant writer, code amendments, etc.).
4. Build value by providing excellent technical- and policy-related services to various housing agencies, local government, and developers.	Ongoing: Maintain staff and/or contractors to support policy and technical code amendment work.

**GOAL 2: Recommend + advocate for policy that promotes community housing**

OBJECTIVES	PROPOSED 2024 ACTIONS
<p>1. Recommend policies to promote community housing at the local level including: code amendments, projects, funding allocations, etc.</p>	<p>Become familiar with existing and potential housing policies and programs in local jurisdictions. Develop relationship and knowledge-sharing with staff of other jurisdictions.</p>
	<p>Develop and recommend a standard for HOA assessment and dues allocation on community housing units within CC&amp;Rs.</p>
	<p>Ongoing: Support development and/or enhancement of incentive-based land use policies that result in long term deed restricted affordable housing, including FAR Exceedance Programs.</p>
<p>2. Serve as the community’s primary source of housing data, housing needs, and housing lists to support data-driven decision making, action and investments.</p>	<p>Ongoing: Track and provide data on housing needs, eligibility, waiting lists etc.</p>
	<p>Convert 2023 housing needs data and survey into Countywide Housing Needs Assessment Report.</p>
	<p>Ongoing: Publish quarterly analysis of waitlist.</p>
	<p>Improve rental rate tracking process and reports. Evaluate current method and consider supplemental and alternative data.</p>
	<p>Contract to conduct employee generation nexus study to identify the relationship between market rate residential and commercial development and workforce housing.</p>
	<p>ID staff to track and analyze relevant and useful data.</p>
<p>3. Identify and support policy changes that improve and increase access to housing.</p>	<p>Conduct countywide Analysis of Impediments to housing choice. Use learnings to recommend and support new policies in local governments.</p>
	<p>Continue advocating for changes in rental assistance, including comparables used to determine fair market rent. Support ordinance for non-discrimination based on source of income.</p>

### GOAL 3: Expand, coordinate + improve services to create housing stability

OBJECTIVES	PROPOSED FY2024 ACTIONS
1. Establish a one-stop-shop for providing resources, services, and application assistance at BCHA, in English and Spanish, and support coordination with other partners.	Ongoing: Maintain welcoming, friendly office and office hours.
	Ongoing: Staff offices with bilingual staff.
	Ongoing: Maintain resource guide and one-pager in English and Spanish. Share hard copies with case workers.
	Host workshops with other service providers to build coordination and strategy to address gaps.
2. Address the immediate needs of unhoused and people at risk of displacement.	Ongoing: Provide displacement support/housing options for families at risk of and experiencing homelessness.
	Ongoing: Provide high quality, bilingual supportive services, and housing counseling to residents of BCHA operated transitional housing and Lift Tower Lodge.
	Bi-annually review progress and adjust Emergency and Transitional Housing Plan to reflect changes in homelessness.
	Maintain leases for rooms to expand emergency housing locally.
3. Position BCHA as primary point of entry for community housing.	Ongoing: Maintain utility of Common Intake Form.
	Ongoing: Effectively manage existing waitlist and referrals.
	Ongoing: Continue to engage developers, community partners and housing providers.
4. Coordinate and expand funding for services.	Ongoing: Collaborate with local social service providers to coordinate funding applications to support shared goals.
	Ongoing: Secure and expand funds from State Workforce Housing Fund or Idaho Housing and Finance Association (IHFA).
	Ongoing: Continue to comply with ongoing grant requirements.
5. Advocate on behalf of tenants and serve as a liaison to property management companies.	Ongoing: Continue contract for landlord tenant support services
	Build plan for property management outreach and partnership.
	<ul style="list-style-type: none"> <li>- Host meetings, go to sites, connect with all property managers in the Valley to build relationships.</li> <li>- List open units on BCHA's website.</li> <li>- Establish plan for on-going communications.</li> </ul>

## GOAL 4: Inform, engage, collaborate

OBJECTIVES	PROPOSED FY2024 ACTIONS
1. Create a new, exciting brand to build regional awareness and support for coordinated housing solutions.	Conduct market research to determine the community’s perception of BCHA—what is correct and what we’d like to change. This analysis will be used to create a communications strategy and consistent public messaging (print, web, written copy, and media coverage) that reinforces BCHA’s desired brand attributes and corrects misconceptions.
2. Support ongoing communications to increase coordination and effectiveness amongst all housing partners, social services providers, employers, etc. and build public understanding and support for housing solutions.	<p>Use the new strategic communications plan to reach a range of audiences by expanding the frequency and clarity of public messages and utilizing new communication methods. Initiatives would include:</p> <ul style="list-style-type: none"> <li>• Increased communications in Spanish</li> <li>• More organic and paid social media content</li> <li>• Targeted campaigns for market segments likely to participate in BCHA programs</li> <li>• Targeted campaigns for market segments likely to participate in BCHA programs</li> <li>• Provide talking points and present BCHA initiatives to housing partners, media outlets, employers, municipalities, and the public to improve awareness</li> <li>• Improved website content and navigation</li> <li>• List of services, resources</li> <li>• Report out on results and track towards collective goals</li> <li>• BCHA newsletter</li> </ul> <p>Web analytics will be established to help track campaign performance.</p>
3. Create an annual regional housing action plan.	Ongoing: Create an annual regional action plan that reflects and tracks priorities in the region.
	Ongoing: Work with government liaisons to differentiate between BCHA-only actions and annual actions by each jurisdiction. Gauge interest for each jurisdiction's actions to be included in the plan.
4. Explore model for regional housing coalition (similar to Mountain Housing Council).	Ongoing: Facilitate quarterly implementation partner meetings which are currently hosted by the City of Ketchum. Explore ways for greater participant engagement.
5. Serve as the hub for regional housing data.	Every five years, update regional housing needs and housing supply pipeline data and compile, publish and market the report. Regularly update all housing related data of value to members, public, development community. Work with Community Engagement Department on data visualization and accessibility.
6. Increase collaboration with all local governments.	Encourage active, staff-level liaisons with local governments. Explore deeper levels of engagement with liaisons, such as monthly reports alongside verbal updates at BCHA Board meetings.
7. Advocate for land use, planning and development applications in support of community housing.	Ongoing: Provide letters of support and in-person representation for planning and development applications and Council/Commission meetings related to housing. Encourage local jurisdictions to use BCHA as a housing resource and discuss proposed actions with BCHA in advance of staff report publication.
	Ongoing: Provide support and act as resource for jurisdictions proposing updates to zoning code and/or annexations. Encourage local jurisdictions to use BCHA as a housing resource and discuss proposed actions with BCHA in advance of staff report publication.
8. Increase community, stakeholder, and staff's education on existing	Organize and advertise education sessions with Idaho Housing & Finance Association, NeighborWorks and South-Central Community Action Partnership.
	Assist Neuromediation Group, the landlord-tenant mediation team, with hosting trainings on landlord-tenant law and conflict resolution.

housing programs and housing topics.	Ongoing: Co-host housing talks by guest speakers with the Community Library.
9. Increase staff's access to housing and service provision experts and knowledge.	Source new board members strategically based on needed expertise.
	Staff and Interim Housing Manager to attend IHFA's bi-annual housing conference. Staff to participate in trainings based on their content areas.

**GOAL 5: Steward/preserve + expand portfolio of deed restricted homes**

<b>OBJECTIVES</b>	<b>PROPOSED FY2024 ACTIONS</b>
1. Continue to steward inventory of existing deed-restricted homes in BCHA inventory, including on-going compliance.	Upgrade administrative systems, continue compliance review of existing deed restricted units.
	Finalize staffing for general population application review and compliance.
	Add Category Local and Workforce policies.
	Ongoing: Conduct annual update to Community Housing Guidelines and forms.
	Create process documents for recurrent processes. Review existing process documents.
2. Expand inventory of deed-restricted homes through an acquisition/preservation strategy.	Update compliance and application forms.
	Ongoing: Maintain list of existing housing opportunities for immediate needs.
	Identify and map Naturally Occurring Affordable Housing (NOAH) countywide.
	Ongoing: Support and offer to administer new deed-restricted units.
	Ongoing: Support new programs such as Lease to Locals, down payment assistance, Vail Indeed type program.

**Attachments:**

1. RESOLUTION No. 2024-07
2. BCHA's Strategic Plan, June 2022
3. Progress Report – June 2022 to January 2024
4. BCHA's Strategic Plan redlined for the proposed 2024 Housing Action Plan



**RESOLUTION No. 2024-07**

**BEFORE THE BOARD OF COMMISSIONERS  
OF THE BLAINE COUNTY HOUSING AUTHORITY  
BLAINE COUNTY, IDAHO**

**A RESOLUTION OF THE BLAINE COUNTY HOUSING AUTHORITY BOARD OF COMMISSIONERS TO ADOPT  
THE BLAINE COUNTY HOUSING AUTHORITY ACTION PLAN, 2024**

WHEREAS, the BCHA Strategic Plan is a long-range plan that reflects high level goals, which has not been reassessed since its creation in 2022; and

WHEREAS, an Action Plan clarifies the most relevant and immediately impactful, needed and feasible actions for staff to pursue; and

WHEREAS, an Action Plan gives clear direction to staff on approved actions for the fiscal year, which enables appropriate time and resource allocation; and

WHEREAS, BCHA administrative staff have determined that developing and recording a BCHA Action Plan is a necessary and beneficial action warranting the approval and authorization of the BCHA Board; and

NOW, THEREFORE, be it resolved by the Board of Commissioners of the Blaine County Housing Authority, Blaine County, Idaho, as follows:

Section 1. The Blaine County Housing Authority Board of Commissioners approves and authorizes the BCHA Action Plan on February 20, 2024.

Section 2. The Blaine County Housing Authority Board of Commissioners directs BCHA staff to implement said plan.

DATED this \_\_\_\_ day of \_\_\_\_\_, 2024

ATTEST:

**BLAINE COUNTY HOUSING AUTHORITY  
BOARD OF COMMISSIONERS**

\_\_\_\_\_  
Executive Director

\_\_\_\_\_  
Chair



# Blaine County Housing Authority/ 5B Housing

*A central source for innovative solutions, advocacy, and knowledge for community housing in Blaine County*

## Final Strategic Plan

June 2022

*A Collaborative Plan of the Blaine County Housing Authority, Blaine County, and the City of Ketchum*



# Acknowledgements

The contribution of the following individuals in preparing this document is gratefully acknowledged:

## ***Blaine County Housing Authority Board & Staff***

Sarah Michael, Chair

Sabina Gilbert, Vice Chair

Nate Hart, Board Commissioner

Tara Bell, Board Commissioner

Becky Lopez, Board Commissioner

Nathan Harvill, Former Executive Director

Silvia Romero, Program Administrator

## ***Blaine County Housing Authority Local Government Liaisons***

Dick Fosbury, Chair, Blaine County Board of Commissioners

Jane Conard, City of Sun Valley Council Member

Sam Linnet, City of Hailey Council Member

Carissa Connelly, City of Ketchum Housing Strategist

## ***Consulting***

Strategic Planning + Community Housing Consultants: Agnew::Beck Consulting



# Contents

- Acknowledgements..... 1**
- Introduction ..... 3**
  - Summary..... 3
  - Background..... 3
  - Parallel Planning Efforts..... 4
  - BCHA Today..... 5
  - Gaps in Housing Services ..... 5
  - The Result: A New Housing Entity is Envisioned – 5B Housing..... 6
  - 5B Housing – Operational Scenarios ..... 6
- The BCHA/5B Housing Strategic Plan..... 7**
  - Use of the Plan..... 7
  - Vision..... 7
  - Mission ..... 7
  - Guiding Principles..... 7
  - Goal Areas ..... 8
    - GOAL 1: Build organizational structure + capacity to serve regional housing opportunities + gaps .....8
    - GOAL 2: Recommend + advocate for policy that promotes housing .....9
    - GOAL 3: Expand, coordinate + improve services to create housing stability .....9
    - GOAL 4: Inform, engage, collaborate ..... 10
    - GOAL 5: Steward/preserve + expand portfolio of deed restricted homes (current BCHA role)..... 10
- Conclusion/Next Steps ..... 11**

# Introduction

## Summary

The Blaine County Housing Authority (BCHA) developed the following strategic plan while undergoing tremendous organizational change. Simultaneous to the strategic planning effort being undertaken by the Board of BCHA, the BCHA staff had resigned, and other local housing planning conversations and planning efforts were occurring in the region. These changes and housing planning discussions and planning efforts have created an exciting opportunity for BCHA to reimagine the organization in a different way. As such, the following plan reflects the goals of BCHA while also setting up the organization to transition into being a more robust and stronger voice for regional housing needs in the region. We are calling the next evolution of the Blaine County Housing Authority--5B Housing to signify the refresh of the entity to serve the five communities more effectively and innovatively in Blaine County with housing amplification and connection. There are still many unknowns at this point about the funding and organizational structure of 5B Housing but what we do know is that the work to serve unmet housing needs is here today and every day. Therefore, we put forward the BCHA/5B Housing Strategic Plan with the hopes of creating a road map to address both the immediate needs as well as the exiting new vision for housing coordination in Blaine County.

## Background

It is both a very challenging and exciting time for affordable and workforce housing in Blaine County Idaho. According to a recent housing needs study published by the City of Ketchum, housing prices continue to rise and be out of reach for a majority of workers, the inventory for long-term rentals has been drastically reduced by short term rentals, rents are high and building permits have trended flat to zero over the past few years. On top of this, the COVID-19 Pandemic put pressure on the already challenging housing market. And yet, despite the unprecedented rise in affordable housing challenges in Blaine County, there are more entities stepping up to address the housing issue than ever before.



This is good news. However, with more non-profit, local government, employers, private property and developers working to address housing needs, there becomes a greater need for coordination.

In the Spring of 2022, the Blaine County Housing Authority conducted a strategic planning process to better understand their role and purpose within the context of this new dynamic in the region. The BCHA Board and representatives from the cities of Sun Valley, Hailey and Ketchum as well as Blaine County participated in a several month planning process to answer the following questions:

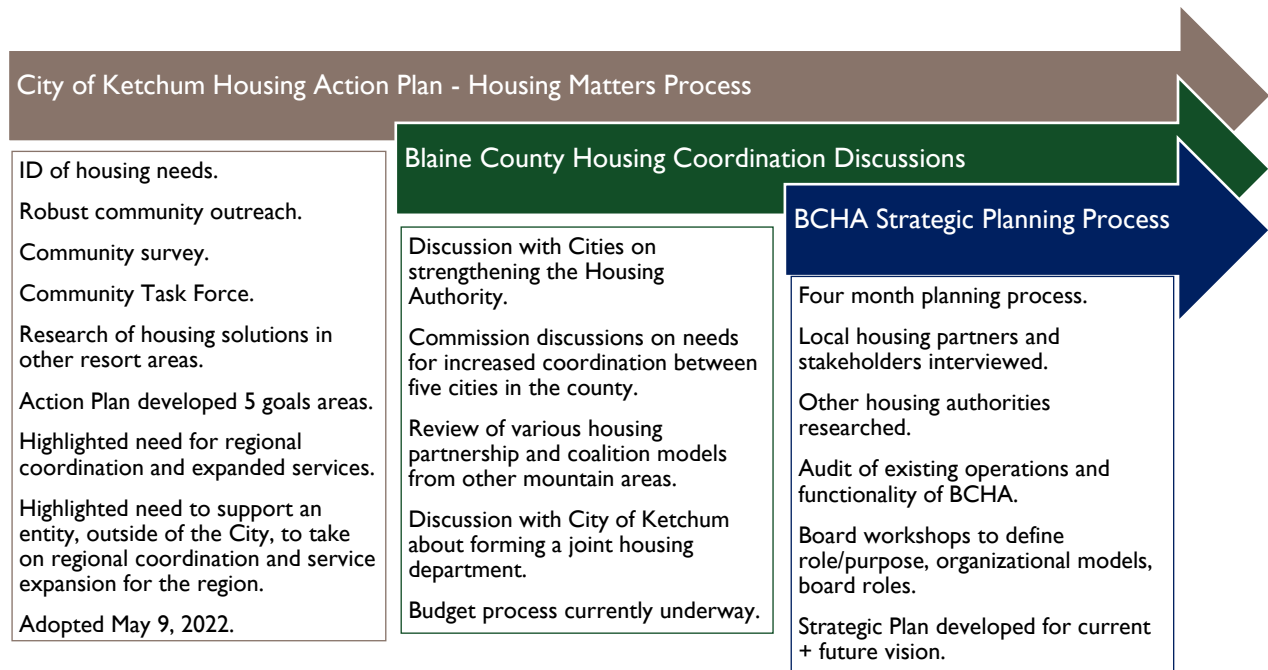
1. What housing services are we currently providing? What are we doing well? Where are we falling short?
2. What can we do to make navigating the various housing services, programs, and efforts in the region less confusing for our community and more efficient for developers and funders?
3. Are we providing value to our funders? If yes, how? If not, how can we do better?
4. Is the current housing authority model working?



5. Is there a more effective way to coordinate services and provide better results for our community?
6. What are the gaps in housing services in the region and how can we be of service to address that need?
7. What is our role and how do we work to complement and support the other housing entities/initiatives in the region?

## Parallel Planning Efforts

Since December 2021, three distinct but overlapping housing planning efforts were taking place in Blaine County as pictured below. Simultaneously to the strategic planning process BCHA was undertaking, the City of Ketchum was engaged in developing a Housing Action Plan with a community Task Force. Additionally, Blaine County was having conversations about how to increase coordination amongst the various partners involved in housing and how to build their own internal capacity to respond to the increased need to address regional housing needs. What this parallel process brought to light is the need for county-wide coordination to make the process less confusing for the community but also investors such as developers and local philanthropic entities as well as local government funders. Additionally, the parallel process helped BCHA clarify where they are most needed to serve the regional coordination and expanded services role. The following graphic illustrates the different planning efforts and discussions



## BCHA Today

BCHA's main role today is to steward existing deed restricted affordable housing units, link people to housing and resources, advocate for housing solutions and partner on an as needed basis with local cities on projects. BCHA stewards an estimated \$18 million of deed restricted housing assets on behalf of the community and for the community.

This includes 85 ownership units and 24 rental units of which:

- 17 are in Hailey
- 60 are in Ketchum (14 rooms at the Lift Tower Lodge)
- 8 are in Sun Valley



## Gaps in Housing Services

One result of the above-mentioned parallel planning discussions and efforts was the clarity around gaps in services. Clearly, despite the many organizations working to address housing, gaps still exist for key housing services and the overall experience for the community remains fragmented and disconnected.

Following summarizes the identified gaps in services that emerged from the three housing planning efforts in Blaine County. There is a need for:

1. A regional entity to provide community education about regional housing information, relevant topics, resources, needs and solutions in the works.
2. A regional entity that could support, coordinate, and expand the social services side for housing stability (e.g., eviction prevention, landlord relations, tenant communications, legal services, etc.) Also, serve as a one-stop-shop for housing, housing access and other services for the community in a safe, welcoming, culturally relevant manner.
3. A regional process for advocacy at the local level to strengthen affordable and workforce housing policy, code, and outcomes.
4. A regional entity that can effectively advocate at the state and federal level for affordable and workforce housing that could advocate for pro-housing policies at the city, county, and state level.
5. A housing department or entity that could support the technical, capacity and coordination needs of the City of Ketchum, Blaine County, Hailey, Sun Valley, Bellevue and potentially Carey in a manner that is effective and demonstrates an efficient use of tax dollars through the consolidation of staffing.
6. A regional entity to serve as a coordinator of housing developments underway and in the pipeline and to track results happening throughout the County (both development, existing units, and projects in the works).

# The Result: A New Housing Entity is Envisioned – 5B Housing

As reflected in the following pages, the result of the BCHA strategic planning sessions on May 5 & 6, 2022 as well as the other housing planning discussion listed above, was the realization that the best way to serve the community, provide regional coordination services and respond to funders was to reinvent BCHA. This re-imagination is based upon Board discussions that looked at a combination of factors such as where the organization is today, what other strong partners are working on and the gaps in services that surfaced. The BCHA Board and local government representatives involved with the strategic planning sessions developed a new approach to implementing public housing services, programs, advocacy, coordination that they believe will result in better results for the community and better outcomes for housing in Blaine County. Though many details still need to be finalized, at this point in the process, the Board of the Blaine County Housing Authority agreed that resetting the name and the organizational structure of the Authority should be pursued. The BCHA today does not have the capacity nor the support from funders to carry out all the needed housing programs, but with adequate funding and joining forces with the City of Ketchum and Blaine County to establish a new regional housing entity, better outcomes for housing in Blaine County in the short and long-term could be achieved.

## 5B Housing – Operational Scenarios

The following outlines potential models for the new 5B Housing entity. The Board of BCHA as well as city representatives/liaisons discussed the three potential models for moving the “new” regional housing entity forward as outlined in the table below.

Scenarios	Pro	Con	BCHA Board Decision
<b>1. Status Quo/ Staying as is</b>	BCHA Board clear on role.	Current model is less appealing to funders unless qualified staff and new vision/plan established.	No but aspects of BCHA’s role should be maintained.
<b>2. Form a regional housing JPA (Mt. Rides/Airport).</b>	County and 4 cities may need to commit funding and elected officials to create.	Little support for this model. Takes a long time to set up.	No
<b>3. Set up a new housing initiative 5B Housing as a joint project funded by the City of Ketchum/Blaine County. BCHA sits under this new umbrella.</b>	Funding (City of Kethum and County interested in funding this model): <ul style="list-style-type: none"> <li>▪ Creates shared City/Housing Department that can take on regional housing needs</li> <li>▪ Better outcomes for regional coordination</li> <li>▪ Nests BCHA under a housing effort with funding and capacity support</li> </ul>	<ul style="list-style-type: none"> <li>▪ Confusing for the community unless clearly communicated</li> <li>▪ Will require time and resources to transition to new model</li> </ul>	Yes, but need more information about future BCHA Board structure/role/housing asset management.



# The BCHA/5B Housing Strategic Plan

## Use of the Plan

Based on the support to move the 5B Housing model forward in the next six months, the following strategic plan was developed using a hybrid approach which aims to address immediate actions of BCHA while also setting forth actions to build the new 5B Housing entity. As such, the BCHA/5B Housing Strategic Plan aims to set out immediate (3-6 months) priorities as well as three-year goals. This Strategic Plan aligns with many of the goals and strategies listed in the City of Ketchum Housing Action Plan as well as the proposed budget being put before the County. Once the B5 Housing entity is established, this Plan can be updated or folded into a new Regional Housing Action Plan.

## Vision

All partners work together to provide excellent, comprehensive, confidential, safe housing services and homes to meet the diverse needs in the region.

## Mission

A central source for innovative solutions, advocacy, and knowledge for community housing in Blaine County.

## Guiding Principles

Support a collaborative, coordinated strategy to:

- Ensure every person has a safe, healthy home.
- Ensure housing is affordable for our local workforce.
- Sustain an inclusive, year-round community.



# Goal Areas



## GOAL 1: Build organizational structure + capacity to serve regional housing opportunities + gaps

Objectives (within the next 1 year)		Strategies (within the next 3-6 months)
1	Define governance structure for 5B Housing and BCHA.	<ul style="list-style-type: none"> <li>Define governance structure for 5B Housing that meets legal and partner needs.</li> <li>Define decision making process, roles of Board(s), etc.</li> <li>Define role of BCHA under new entity: Board role, deed restrictions, etc.</li> </ul>
2.	Secure funding to operate new 5B Housing entity, include BCHA actions.	<ul style="list-style-type: none"> <li>Develop and secure approval of a budget (Blaine County and City of Ketchum) to support 5B Housing + BCHA transition in FY 2022/2023.</li> </ul>
3.	Create a robust, diverse housing staff team with a range of technical skills to serve regional housing needs and launch new entity. Three staff YR 1, add additional in Y2 and Y3 if performance grows.	<ul style="list-style-type: none"> <li>Develop an organizational staffing chart.</li> <li>Hire a 5B Housing Executive Director/Director.</li> <li>Hire staff team to support 5B Housing (or contract for services) and/or transition existing staff into new roles.</li> <li>Contract for technical services (e.g., grant writer, code amendments, etc.).</li> </ul>
4.	Build value by providing excellent technical and policy related services to various housing agencies, local government, and developers.	<ul style="list-style-type: none"> <li>Hire staff to support policy and technical code amendment work.</li> </ul>
5.	Expand membership and fundraising.	<ul style="list-style-type: none"> <li>Develop a fundraising plan beyond local government. Identify BC Housing Foundation role.</li> <li>Explore options for other members outside of local government to participate. Continue meetings with Hailey, Sun Valley, Bellevue to update as 5B Housing evolves.</li> </ul>

## GOAL 2: Recommend + advocate for policy that promotes housing

Objectives (within the next 3 years)		Strategies (within the next 3-6 months)
1	Recommend policies to promote housing at the local level including: code amendments, projects, funding allocations, etc.	<ul style="list-style-type: none"> <li>▪ Define 5B Housing annual policy agenda that promotes housing in coordination with staff at each city and county as well as developers.</li> <li>▪ Develop incentive-based land use policies that result in long term deed restricted affordable housing.</li> </ul>
2	Serve as the single source of housing data, housing needs, housing lists to support data-driven decision making, action and investments.	<ul style="list-style-type: none"> <li>▪ Provide data to answer the question: Who has housing, what type, eligibility requirements, how long is the list.</li> <li>▪ ID staff to keep data relevant and useful.</li> </ul>
3.	Advocate on behalf of tenants and serve as a liaison to property management companies.	<ul style="list-style-type: none"> <li>▪ Explore and contract for landlord tenant support services</li> <li>▪ Build plan for property management outreach and partnership.                             <ul style="list-style-type: none"> <li>○ Host meetings, go to sites, connect with all property managers in the Valley to build relationships.</li> <li>○ List open units on our new site.</li> <li>○ Establish plan for on-going communications.</li> </ul> </li> </ul>
4.	Identify and support policy changes that improve and increase access to housing.	Work with social services Blaine County Interagency Working Group to design a strategy to address this issue.

## GOAL 3: Expand, coordinate + improve services to create housing stability

Objectives (within the next 3 years)		Strategies (within 3-6 months)
1.	Establish a one-stop-shop for providing resources, services and application assistance at BCHA/5B Housing office in English and Spanish and support coordination with other partners.	<ul style="list-style-type: none"> <li>▪ Establish welcoming, friendly office and office hours.</li> <li>▪ Staff offices with bi-lingual staff.</li> <li>▪ Develop resources to share (English and Spanish)</li> <li>▪ Work with partners to develop programs and build other services per gaps identified (legal, educational, applying to housing, etc.).</li> <li>▪ Host workshops with other service providers to build coordination and strategy to address gaps.</li> <li>▪ Market new services.</li> </ul>
2.	Address the immediate needs of unhoused and people at risk of displacement.	<ul style="list-style-type: none"> <li>▪ Provide displacement support/housing options for families displaced housing changes (e.g., McHanville).</li> <li>▪ Expand capacity at Lift Tower Lodge.</li> <li>▪ Explore leases for rooms to expand emergency housing locally and elsewhere, including in RV parks.</li> </ul>
3.	Work with partners to develop strategy for a single-point of entry system of care or other type approach to support community needs.	<ul style="list-style-type: none"> <li>▪ See Ketchum Housing Action for proposed plan.</li> <li>▪ Details TBD</li> </ul>
4.	Coordinate and expand funding for services.	<ul style="list-style-type: none"> <li>▪ Work with local social service providers – Blaine County Interagency Working Group – to coordinate funding needs and expand pool of options.</li> <li>▪ Work with a shared grant writer to support collective needs of the group.</li> <li>▪ Coordinate to secure funds from State Workforce Housing Fund or Idaho Housing and Finance Association (IHFA).</li> </ul>

## GOAL 4: Inform, engage, collaborate

Objectives (within the next 3 years)		Strategies (within the next 3-6 months)
1	Create a new, exiting brand to build regional awareness and support for coordinated housing solutions and the new 5B Housing.	<ul style="list-style-type: none"> <li>▪ Launch 5B Housing! Create a brand, website, etc. for new initiative. Link to County, City of Ketchum, BCHA sites.</li> </ul>
2	Support ongoing communications to increase coordination and effectiveness amongst all housing partners, social services providers, employers, etc. and build public understanding and support for housing solutions.	<p>Create a strategic communications plan to reach a range of audiences about 5B Housing including: local government, community, English/Spanish speakers, social service providers, employers, ski areas etc.</p> <ul style="list-style-type: none"> <li>▪ Include community outreach (English/Spanish)</li> <li>▪ List of services, resources</li> <li>▪ Report out on results and track towards collective goals.</li> </ul>
3	Create a regional housing action plan.	<ul style="list-style-type: none"> <li>▪ Leverage the Ketchum Housing Plan process to create a regional action plan that reflects and tracks priorities in the region.</li> <li>▪ Work with regional task force or membership group to develop plan.</li> </ul>
4	Explore model for regional housing coalition (similar to Mountain Housing Council).	<ul style="list-style-type: none"> <li>▪ Assess need for member-based regional housing coalition once 5B launched.</li> </ul>
5	Serve as the hub for regional housing data.	<ul style="list-style-type: none"> <li>▪ Annually update regional housing needs data. On-going update all housing related data of value to members, public, development community.</li> </ul>

## GOAL 5: Steward/preserve + expand portfolio of deed restricted homes (current BCHA role)

Objectives (within the next 3 years)		Strategies (within the next 3-6 months)
1	Continue to steward inventory of existing deed-restricted homes in BCHA inventory, including on-going compliance.	<ul style="list-style-type: none"> <li>▪ Upgrade administrative systems, undertake compliance review of existing deed restricted units.</li> <li>▪ Explore hiring 3<sup>rd</sup> party to manage.</li> </ul>
2	Expand inventory of deed-restricted homes through an acquisition/preservation strategy.	<ul style="list-style-type: none"> <li>▪ Create a list of existing potential housing for immediate needs.</li> <li>▪ Create a plan to preserve “naturally” occurring affordable housing.</li> <li>▪ Create a plan for a rehabilitation grant program to help people stay in their homes.</li> <li>▪ Explore options to lease or buy existing homes/apartments or deeds from current owners.</li> <li>▪ Explore new programs: Lease to Locals, down payment assistance, Vail Indeed type program.</li> </ul>



# Conclusion/Next Steps

This is challenging and an exciting time for housing in the Wood River Valley. Never before has there been so much engagement to address this issue. In the summer of 2022, the budget process will take place at both the County and city levels. The budgets of our local governments will drive major decisions about how best to coordinate housing efforts in the region. We put forward this Plan in hopes that it helps inform these critical budget decisions and we remain open to shaping BCHA in a manner that best serves the people of Blaine County today and well into the future. We strongly believe that a healthy and strong community starts with housing stability. Let's continue to work together to keep the residents and business of Blaine County stable and thriving!



**PROGRESS REPORT, BCHA'S STRATEGIC PLAN**  
**June 2022 to January 2024**

<b>GOAL 1: Build organizational structure + capacity to serve regional housing opportunities + gaps</b>		
OBJECTIVES	STRATEGIES	JAN 24 PROGRESS
1. Define governance structure for 5B Housing and BCHA	Define governance structure for 5B Housing that meets legal and partner needs	Ongoing: Multiple structures were explored, including a JPA, staffing BCHA through the County, and now combining human capital with City of Ketchum and Ketchum's Housing Department.
	Define decision making process, roles of Board(s), etc.	Ongoing: BCHA Board is intact and active with oversight of all BCHA activities. Ketchum City Council oversees only Ketchum activities.
	Define role of BCHA under new entity; Board role, deed restrictions, etc.	Ongoing.
2. Secure funding to operate new 5B Housing entity, include BCHA actions	Develop and secure approval of a budget (Blaine County and City of Ketchum) to support 5B Housing + BCHA transition in FY 2022/2023.	Approved for FY22/23 and FY23/24.
3. Create a robust, diverse housing staff team with a range of technical skills to serve regional housing needs and launch new entity. Three staff YR 1, add additional in Y2 and Y3 if performance grows.	Develop an organizational staffing chart.	Complete.
	Hire a 5B Housing Executive Director/Director.	Complete/ongoing: City of Ketchum acting as ED, bylaws updated to reflect contract for services as ED option.
	Hire staff team to support 5B Housing (or contract for services) and/or transition existing staff into new roles.	In progress: Deputy Director / Housing Manager for Housing Department position remains vacant. New Program Administrator transitioned to Transitional Housing Program Administrator. Part-time Application Assistant hired and part-time Interim Housing Manager and part-time Compliance Specialist are on contract.
	Contract for technical services (e.g., grant writer, code amendments, etc.).	Complete: Housing Fellow (contract), Interim Housing Manager (contract), and Housing Director have technical expertise.
4. Build value by providing excellent technical and policy related services to various housing agencies, local government, and developers.	Hire staff to support policy and technical code amendment work.	In progress: Deputy Director / Housing Manager position remains vacant. Hired Program Administrator transitioned to Transitional Housing Program Administrator. Part-time Application Assistant hired and Interim Housing Manager on contract.
5. Expand membership and fundraising.	Develop a fundraising plan beyond local government. Identify BC Housing Foundation role.	Ongoing: Staff have successfully received an IHFA grant for homeless services and are tracking new opportunities as they come up. A cohort of service providers and philanthropy expert determined that BCHA needs a better track record before seeking donations.
	Explore options for other members outside of local government to participate. Continue meetings with Hailey, Sun Valley, Bellevue to update as 5B Housing evolves.	Incomplete: Non-governmental membership not pursued. The best candidates would be those that attend Implementation Partner meetings.

**GOAL 2: Recommend + advocate for policy that promotes housing**

OBJECTIVES	STRATEGIES	JAN 24 PROGRESS
<p>1. Recommend policies to promote housing at the local level including: code amendments, projects, funding allocations, etc.</p>	<p>Define 5B Housing annual policy agenda that promotes housing in coordination with staff at each city and county as well as developers.</p>	<p>Incomplete.</p>
	<p>Develop incentive-based land use policies that result in long term deed restricted affordable housing.</p>	<p>Ongoing: Consulted with Hailey on their locals-only pilot; BCHA to administer new units from Ketchum's Ownership and Preservation Program.</p>
<p>2. Serve as the single source of housing data, housing needs, housing lists to support data-driven decision making, action and investments.</p>	<p>Provide data to answer the question: Who has housing, what type, eligibility requirements, how long is the list.</p>	<p>Ongoing: 2023 countywide survey and needs assessment updated, identified needs and preferences of those seeking housing; Imminent migration to new data, application, and customer relationship management system will enhance data tracking, analysis and reporting; Created resource guide and common intake form for referrals based on eligibility of restricted housing in Blaine County; Added Facebook post reviews to rental rate tracking but tracking stopped in September, 2023 due to staffing and Facebook access.</p>
	<p>ID staff to keep data relevant and useful.</p>	<p>Ongoing + in progress: Staff and contractor identified for high level analysis, need support for rental rate data inputs - dependent on BSU's recommendations.</p>
<p>3. Advocate on behalf of tenants and serve as a liaison to property management companies.</p>	<p>Explore and contract for landlord tenant support services</p>	<p>Complete + ongoing: Contracting with NeuroMediation group on free, third-party landlord-tenant mediation program.</p>
	<p>Build plan for property management outreach and partnership.                      - Host meetings, go to sites, connect with all property managers in the Valley to build relationships.                      - List open units on our new site.                      - Establish plan for on-going communications.</p>	<p>In progress: Working group determined, and Board agreed, that BCHA should not be involved in market rate housing. BCHA held numerous meeting with property managers and developers of subsidized/restricted housing to further the goal of BCHA as a primary point of entry. Considered education and outreach to HOAs and properties where BCHA's community housing units are located, however need permanent, trained staff.</p>
<p>4. Identify and support policy changes that improve and increase access to housing.</p>	<p>Work with social services Blaine County Interagency Working Group to design a strategy to address this issue.</p>	<p>Incomplete: Interagency Working Group not designed for strategy and policy development. BCHA, through the housing navigation system design process, consulted with a core group of service and housing providers. The case workers are primed to advocate and (anonymously) describe clients' situations in relation to proposed policies and developments during local government decision-making processes.</p>

**GOAL 3: Expand, coordinate + improve services to create housing stability**

OBJECTIVES	STRATEGIES	JAN 24 PROGRESS
<p>1. Establish a one-stop-shop for providing resources, services and application assistance at BCHA/5B Housing office in English and Spanish and support coordination with other partners.</p>	Establish welcoming, friendly office and office hours.	Complete: New office in Merriwether building; staff available by appointment in Hailey and Ketchum.
	Staff offices with bi-lingual staff.	Complete: Two bilingual team members assist with applications and housing search.
	Develop resources to share (English and Spanish)	Complete: Community resource guide and one-pager available in English and Spanish. Updated and distributed for 2024.
	Work with partners to develop programs and build other services per gaps identified (legal, educational, applying to housing, etc.).	In progress: Identified and now contract for landlord-tenant mediation; Meditation team providing numerous trainings in 2024; Education on IHFA + NeighborWorks housing program imminent.
	Host workshops with other service providers to build coordination and strategy to address gaps.	Complete: Hosted workshops on a housing navigation system / one-stop-shop with service and housing providers to determine housing coordination priorities, resources, and actions; facilitated housing application workshops at THC and St. Luke's.
	Market new services.	Ongoing: Worked with reporters on transitional housing articles. Shared resource guide with Interagency Working Group.
<p>2. Address the immediate needs of unhoused and people at risk of displacement.</p>	Provide displacement support/housing options for families displaced housing changes (e.g., McHanville).	Complete + ongoing: Dedicated transitional housing = 54 units for households experiencing housing crises
	Expand capacity at Lift Tower Lodge.	Complete: Brought 9 units back online with support from Blaine County and City of Ketchum.
	Explore leases for rooms to expand emergency housing locally and elsewhere, including in RV parks.	Complete: 8 rooms master leased at motel; subsidized RV parking spots explored but not pursued due to lack of demand; Masterleasing Silvercreek Living with 32 units for five years, has potential to increase to 35 units.
<p>3. Work with partners to develop strategy for a single-point of entry system of care or other type approach to support community needs.</p>	See Ketchum Housing Action for proposed plan.	Complete: Launched housing navigation system workshops based on community and stakeholder input during the development of Ketchum's Housing Action Plan.
	Details TBD	Complete + ongoing: Created Common Intake Form in English and Spanish with input from property managers and developers regarding eligibility criteria. Hosted two workshops with local housing providers to gauge interest, discuss process and outcomes.
<p>4. Coordinate and expand funding for services.</p>	Work with local social service providers – Blaine County Interagency Working Group – to coordinate funding needs and expand pool of options.	Incomplete.
	Work with a shared grant writer to support collective needs of the group.	Incomplete: Common interest limited, so shared grantwriter not pursued.
	Coordinate to secure funds from State Workforce Housing Fund or Idaho Housing and Finance Association (IHFA).	Ongoing: \$125K HOME-ARP funding secured



**GOAL 4: Inform, engage, collaborate**

OBJECTIVES	STRATEGIES	JAN 24 PROGRESS
1. Create a new, exiting brand to build regional awareness and support for coordinated housing solutions and the new 5B Housing.	Launch 5B Housing! Create a brand, website, etc. for new initiative. Link to County, City of Ketchum, BCHA sites.	Incomplete.
2. Support ongoing communications to increase coordination and effectiveness amongst all housing partners, social services providers, employers, etc. and build public understanding and support for housing solutions.	<p>Create a strategic communications plan to reach a range of audiences about 5B Housing including: local government, community, English/Spanish speakers, social service providers, employers, ski areas etc.</p> <ul style="list-style-type: none"> <li>- Include community outreach (English/Spanish)</li> <li>- List of services, resources</li> <li>- Report out on results and track towards collective goals.</li> </ul>	In progress: Increased outreach to social service and housing providers; Created Resource Guide.
3. Create a regional housing action plan.	Leverage the Ketchum Housing Plan process to create a regional action plan that reflects and tracks priorities in the region.	In progress: Workshoping a year 1 BCHA action plan with Board, government liaisons, and key stakeholders on February 14. Proposed actions are informed by BCHA and Ketchum's Housing Department learnings.
	Work with regional task force or membership group to develop plan.	Incomplete: No membership group yet created.
4. Explore model for regional housing coalition (similar to Mountain Housing Council).	Assess need for member-based regional housing coalition once 5B launched.	Incomplete.
5. Serve as the hub for regional housing data.	Annually update regional housing needs data. On-going update all housing related data of value to members, public, development community.	Complete + ongoing: Updated 2023. Slides available on BCHA's website, report imminent.

**GOAL 5: Steward/preserve + expand portfolio of deed restricted homes**

OBJECTIVES	STRATEGIES	JAN 24 PROGRESS
<p>1. Continue to steward inventory of existing deed-restricted homes in BCHA inventory, including on-going compliance.</p>	<p>Upgrade administrative systems, undertake compliance review of existing deed restricted units.</p>	<p>In progress: Annual compliance review established; New integrated data management, application, and customer relationship management systems identified with training and transition commencing February 9, 2024.</p>
	<p>Explore hiring 3rd party to manage.</p>	<p>Complete: Explored with no positive outcomes; Using third party system, identifying compensation and staff for general population application review. Currently managed by contractors - which is more disjointed and challenging to manage than inhouse staff.</p>
<p>2. Expand inventory of deed-restricted homes through an acquisition/preservation strategy.</p>	<p>Create a list of existing potential housing for immediate needs.</p>	<p>Complete: Included in Resource Guide.</p>
	<p>Create a plan to preserve “naturally” occurring affordable housing.</p>	<p>Incomplete.</p>
	<p>Create a plan for a rehabilitation grant program to help people stay in their homes.</p>	<p>Incomplete: Analyzed BCHA's homeownership portfolio and associated CC&amp;Rs for how assessments and dues are calculated for community housing units.</p>
	<p>Explore options to lease or buy existing homes/apartments or deeds from current owners.</p>	<p>Incomplete: Municipal initiatives funded within their jurisdiction. BCHA does not receive adequate funding to establish high-cost countywide programs.</p>
	<p>Explore new programs: Lease to Locals, down payment assistance, Vail Indeed type program.</p>	

**BCHA'S STRATEGIC PLAN REDLINED FOR PROPOSED HOUSING ACTION PLAN**  
**February 14, 2023**

<b>GOAL 1: Build organizational structure + capacity to <del>serve</del> address regional housing opportunities + gaps</b>	
<b>OBJECTIVES</b>	<b>PROPOSED 2024 ACTIONS</b>
1. <del>Define governance structure for 5B Housing and</del> Maintain current BCHA governance structure	<del>Define governance structure for 5B Housing that meets legal and partner needs.</del> Maintain current structure and contract for services with City of Ketchum. Continue to dialogue with all governmental partners on future maturation of the structure. <del>Define decision making process, roles of Board(s), etc.</del> <del>Define role of BCHA under new entity; Board role, deed restrictions, etc.</del>
2. Secure funding to operate <del>new 5B Housing</del> entity, <del>include</del> and all BCHA actions	Develop and secure approval of a budget (Blaine County and City of Ketchum) to support <del>5B Housing +</del> BCHA <del>transition in FY-2022/2023.</del> Continue to explore funding participation from other governmental jurisdictions. <del>Develop a fundraising plan</del> Continue fundraising beyond local government, with support from BC Housing Foundation. <del>Identify-</del> Convene BC Housing Foundation Board <del>role.</del> <del>Explore options for other members outside of local government to participate.</del> Continue meetings with Hailey, Sun Valley, Bellevue to update as 5B Housing evolves. Engage other local governments through active liaisons.
3. Create a robust, diverse housing staff team with a range of technical skills to serve regional housing needs <del>and launch new</del> entity. <del>Three staff YR 1, add additional in Y2- and Y3 if performance grows.</del>	<del>Develop an organizational staffing chart.</del> <del>Hire a 5B Housing</del> Ongoing: Maintain Executive Director/Director. Hire, train, and maintain staff team to support <del>5B Housing</del> (or contract for services) and/or transition existing staff into new roles. Pursue converting part-time application assistance and compliance review to a full-time position. Ongoing: Maintain staff or contracts for technical services (e.g., grant writer, code amendments, etc.).
4. Build value by providing excellent technical- and policy-related services to various housing agencies, local government, and developers.	<del>Hire</del> Ongoing: Maintain staff and/or contractors to support policy and technical code amendment work.

**GOAL 2: Recommend + advocate for policy that promotes **community** housing**

OBJECTIVES	PROPOSED 2024 ACTIONS
<p>1. Recommend policies to promote <b>community</b> housing at the local level including: code amendments, projects, funding allocations, etc.</p>	<p><del>Define 5B Housing annual policy agenda that promotes housing in coordination with staff at each city and county as well as developers.</del></p> <p>Become familiar with existing and potential housing policies and programs in local jurisdictions. Develop relationship and knowledge-sharing with staff of other jurisdictions.</p> <p>Develop and recommend a standard for HOA assessment and dues allocation on community housing units within CC&amp;Rs.</p> <p><del>Develop</del> Ongoing: Support development and/or enhancement of incentive-based land use policies that result in long term deed restricted affordable housing, including FAR Exceedance Programs.</p>
<p>2. Serve as the <del>single</del> community's primary source of housing data, housing needs, and housing lists to support data-driven decision making, action and investments.</p>	<p><del>Provide data to answer the question: Who has needs housing, what type, eligibility requirements, how long is the list.</del> Ongoing: Track and provide data on housing needs, eligibility, waiting lists etc.</p> <p>Convert 2023 housing needs data and survey into Countywide Housing Needs Assessment Report.</p> <p>Ongoing: Publish quarterly analysis of waitlist.</p> <p>Improve rental rate tracking process and reports. Evaluate current method and consider supplemental and alternative data.</p> <p>Contract to conduct employee generation nexus study, to identify the relationship between market rate residential and commercial development and workforce housing.</p> <p>ID staff to <del>keep</del> track and analyze <del>data</del> relevant and useful data.</p>
<p><u><a href="#">MOVED TO GOAL 3 Advocate on behalf of tenants and serve as a liaison to property management companies.</a></u></p>	
<p>3. Identify and support policy changes that improve and increase access to housing.</p>	<p>Conduct countywide Analysis of Impediments to housing choice. Use learnings to recommend and support new policies in local governments.</p> <p><del>Work with social services Blaine County Interagency Working Group to design a strategy to address this issue.</del> Continue advocating for changes in rental assistance, including comparables used to determine fair market rent. Support ordinance for non-discrimination based on source of income.</p>

**GOAL 3: Expand, coordinate + improve services to create housing stability**

OBJECTIVES	PROPOSED 2024 ACTIONS
<p>1. Establish a one-stop-shop for providing resources, services and application assistance at BCHA/<del>5B Housing</del> office in English and Spanish and support coordination with other partners.</p>	<p>Ongoing: <del>Establish</del> Maintain welcoming, friendly office and office hours.                      Ongoing: Staff offices with bilingual staff.  <del>Develop</del> Ongoing: Maintain resource guide and one-pager in <del>resources to share</del> (English and Spanish. Share hard copies with case workers).  <del>Work with partners to develop programs and build other services per gaps identified (legal, educational, applying to housing, etc.).</del>                      Host workshops with other service providers to build coordination and strategy to address gaps.  <del>Market new services.</del></p>
<p>2. Address the immediate needs of unhoused and people at risk of displacement.</p>	<p>Ongoing: Provide displacement support/housing options for families at risk of and experiencing homelessness <del>displaced housing changes (e.g., McHanville).</del>  <del>Expand capacity at Lift Tower Lodge.</del> Ongoing: Provide high quality, bilingual supportive services and housing counseling to residents of BCHA operated transitional housing and Lift Tower Lodge.                      Bi-annually review progress and adjust Emergency and Transitional Housing Plan to reflect changes in homelessness.  <del>Explore</del> Maintain leases for rooms to expand emergency housing locally <del>and elsewhere, including in RV parks.</del></p>
<p>3. <del>Work with partners to develop strategy for a single point of entry system of care or other type approach to support community needs.</del>                      Position BCHA as primary point of entry for community housing.</p>	<p><del>See Ketchum Housing Action for proposed plan.</del>                      Ongoing: Maintain utility of Common Intake Form.                      Ongoing: Effectively manage existing waitlist and referrals.  <del>Details TBD</del> Ongoing: Continue to engage developers, community partners and housing providers.</p>
<p>4. Coordinate and expand funding for services.</p>	<p><del>Work</del> Ongoing: Collaborate with local social service providers <del>—Blaine County Interagency Working Group—</del> to coordinate funding applications to support shared goals. <del>funding needs and expand pool of options.</del>  <del>Work with a shared grant writer to support collective needs of the group.</del>  <del>Coordinate to</del> Ongoing: secure and expand funds from State Workforce Housing Fund or Idaho Housing and Finance Association (IHFA).                      Ongoing: Continue to comply with ongoing grant requirements.</p>
<p><u>5. Advocate on behalf of tenants and serve as a liaison to property management companies.</u></p>	<p>Ongoing: Continue contract for landlord tenant support services                      Build plan for property management outreach and partnership.                      - Host meetings, go to sites, connect with all property managers in the Valley to build relationships.                      - List open units on <del>our new site</del> BCHA's website.                      - Establish plan for on-going communications.</p>

**GOAL 4: Inform, engage, collaborate**

OBJECTIVES	PROPOSED 2024 ACTIONS
1. Create a new, exciting brand to build regional awareness and support for coordinated housing solutions <del>and the new 5B Housing.</del>	<p><del>Launch 5B Housing!</del> Conduct market research to determine the community’s perception of BCHA—what is correct and what we’d like to change. <del>create a brand, website, etc. for new initiative. Link to County, City of Ketchum, BCHA sites.</del></p> <p>This analysis will be used to create a communications strategy and consistent public messaging (print, web, written copy, and media coverage) that reinforces BCHA’s desired brand attributes and corrects misconceptions.</p>
2. Support ongoing communications to increase coordination and effectiveness amongst all housing partners, social services providers, employers, etc. and build public understanding and support for housing solutions.	<p><del>Create a</del> Use the new strategic communications plan to reach a range of audiences by expanding the frequency and clarity of public messages and utilizing new communication methods. <del>about 5B Housing including: local government, community, English/Spanish-speakers, social service providers, employers, ski areas etc.</del> Initiatives would include:</p> <ul style="list-style-type: none"> <li>- Increased communications in Spanish <del>Include community outreach (English/Spanish)</del></li> <li>- More organic and paid social media content</li> <li>- targeted campaigns for market segments likely to participate in BCHA programs</li> <li>- Targeted campaigns for market segments likely to participate in BCHA programs</li> <li>- Provide talking points and present BCHA initiatives to housing partners, media outlets, employers, municipalities, and the public to improve awareness</li> <li>- Improved website content and navigation</li> <li>- List of services, resources</li> <li>- Report out on results and track towards collective goals</li> <li>- BCHA newsletter</li> </ul> <p>Web analytics will be established to help track campaign performance.</p>
3. Create an annual regional housing action plan.	<p><del>Leverage the Ketchum Housing Plan process to</del> Ongoing: create an annual regional action plan that reflects and tracks priorities in the region.</p> <p><del>Work with regional task force or membership group to develop plan.</del></p> <p>Ongoing: Work with government liaisons to differentiate between BCHA-only actions and annual actions by each jurisdiction. Gauge interest for each jurisdiction's actions to be included in the plan.</p>
4. Explore model for regional housing coalition (similar to Mountain Housing Council).	<p><del>Assess need for member based regional housing coalition once 5B launched.</del> Ongoing: Facilitate quarterly implementation partner meetings which are currently hosted by the City of Ketchum. Explore ways for greater participant engagement.</p>
5. Serve as the hub for regional housing data.	<p><del>Annually</del> Ongoing: Every five years, update regional housing needs and housing supply pipeline data and compile, publish and market the report. <del>On-going</del> Regularly update all housing related data of value to members, public, development community. Work with Community Engagement Department on data visualization and accessibility.</p>
6. Increase collaboration with all local governments.	<p>Encourage active, staff-level liaisons with local governments. Explore deeper levels of engagement with liaisons, such as monthly reports alongside verbal updates at BCHA Board meetings.</p>
7. Advocate for land use, planning and development applications in support of community housing.	<p>Ongoing: Provide letters of support and in-person representation for planning and development applications and Council/Commission meetings related to housing. Encourage local jurisdictions to use BCHA as a housing resource and discuss proposed actions with BCHA in advance of staff report publication.</p> <p>Ongoing: Provide support and act as resource for jurisdictions proposing updates to zoning code and/or annexations. Encourage local jurisdictions to use BCHA as a housing resource and discuss proposed actions with BCHA in advance of staff report publication.</p>
8. Increase community, stakeholder, and	<p>Organize and advertise education sessions with Idaho Housing &amp; Finance Association, NeighborWorks and South Central Community Action Partnership.</p>

staff's education on existing housing programs and housing topics.	Assist Neuromediation Group, the landlord-tenant mediation team, with hosting trainings on landlord-tenant law and conflict resolution. Ongoing: Co-host housing talks by guest speakers with the Community Library.
9. Increase staff's access to housing and service provision experts and knowledge.	Source new board members strategically based on needed expertise. Staff and Interim Housing Manager to attend IHFA's bi-annual housing conference. Staff to participate in trainings based on their content areas.

**GOAL 5: Steward/preserve + expand portfolio of deed restricted homes**

OBJECTIVES	PROPOSED 2024 ACTIONS
1. Continue to steward inventory of existing deed-restricted homes in BCHA inventory, including on-going compliance.	Upgrade administrative systems, <del>undertake</del> continue compliance review of existing deed restricted units.
	<del>Explore hiring 3rd party to manage-</del> Finalize staffing for general population application review and compliance.
	Add Category Locals and Workforce policies.
	Ongoing: Conduct annual update to Community Housing Guidelines and forms.
	Create process documents for recurrent processes. Review existing process documents.
2. Expand inventory of deed-restricted homes through an acquisition/preservation strategy.	Update compliance and application forms.
	<del>Create a</del> Ongoing: Maintain list of existing <del>potential</del> housing opportunities for immediate needs.
	<del>Create a plan to preserve “naturally” occurring affordable housing-</del> Identify and map Naturally Occuring Affordable Housing (NOAH) countywide.
	Explore funding and creating <del>a plan for</del> a rehabilitation grant program to help people stay in their homes. [HOLD FOR FY 24/25]
	<del>Explore options to</del> Ongoing: Support and offer to administer new deed-restricted units. <del>lease or buy existing homes/apartments or deeds from current owners.</del>
<del>Explore</del> Ongoing: Support new programs: Lease to Locals, down payment assistance, Vail Indeed type program.	