



BLAINE COUNTY HOUSING AUTHORITY

BOARD MEETING AGENDA MEMO

Meeting Date: Staff Member:

Agenda Item:

Recommended Action:

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

GOAL 4: INFORM, ENGAGE, COLLABORATE

OBJECTIVE 3: CREATE A REGIONAL HOUSING ACTION PLAN

Background

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 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. You can view the full Strategic Plan [here](#).

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 following all have relevant technical expertise:

- Housing Fellow (contract)
- part-time Compliance Analyst (contract)
- Operations and Application Coordinator (contract)
- Housing Director (Ketchum staff)

There are now two bilingual program administrators who review applications, manage lease-ups and sales, and manage Silvercreek Living and Lift Tower Lodge. A highly experienced Operations Manager will start November 4th and will hire an Administrative Assistant. This role will eventually take over responsibilities from the Operations and Application Coordinator. The Operations Manager will also hire a Property Manager for Silvercreek Living. Having an experienced property manager will allow the transitional housing program administrator to transition to part-time and only conduct case management, which is where her passion and skillset lies.

This last fiscal year, BCHA – through the Blaine County Housing Foundation – brought in \$210,800. While the County’s contribution remained the same as the last fiscal year, the city of Ketchum’s increased. Staff will be having strategic meetings with other governments at the staff level – and encourage the Board to do so with elected officials – regarding funding, scope of services, and governance.

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. These countywide findings were updated for a report-format of a [Blaine County Housing Needs Assessment](#) and presented at three events in September, 2024. BCHA also contracted with Economic & Planning Systems (EPS) to conduct an [employee generation nexus study](#), presented at those September events.

Staff have launched and are migrating data to a new application and compliance system which will enhance data tracking, analysis and reporting. BCHA has also historically been the only entity tracking rental data and contracted with the Idaho Policy Institute of BSU to review best practices on rental tracking. Based on those results, staff are continuing to track based on newspaper and Facebook ads.

Regarding supporting community housing policies, staff continue to request Board representation to support proposals to their affiliated Planning and Zoning Commissions and City Councils. With support of city administrators, staff will also work directly at the staff level to develop rapport and request earlier opportunities to provide direct feedback outside of official public comment.

Goal 3, Expand, coordinate + improve services to create housing stability: This goal area has seen the most progress, with support from homelessness expert and contractor Courtney Noble and Program Administrator Frances Solano. BCHA adopted an Emergency and Transitional Housing Plan, added new bilingual staff and took over contract management of a landlord-tenant mediation program. Staff updated and distributed physical copies of the [2024 Resource Guide](#) and continue to use a common intake form for referrals based on eligibility for all restricted housing in Blaine County. Additionally, BCHA has increased its transitional housing efforts and capacity– bringing nine more Lift Tower Lodge units online, master leased High Country Motel for winter 2023-24, and Silvercreek Living for a total of 54 units currently dedicated to people experiencing housing instability. This has enabled stable, safe housing for 186 people – most of whom were experiencing homelessness.

Staff are screening every Bluebird applicant for local preferences, while also moving people out of transitional housing and from BCHA's waitlist to stable, affordable housing. Staff also make referrals for Wood River Community Housing Trust when they have openings.

Goal 4, Inform, engage, collaborate: 5B Housing was not launched, however a rebranding initiative is underway. Staff expect to present an updated draft of branding at the November board meeting. 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 14th 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 now adopted, with processes being clarified and data migration underway.

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 adjustments to agreements between local jurisdictions and developers, ensuring that -at least on new construction – these adjustments will be made before new community owners purchase. While staff recognize the need for many existing community homeowners, who are subject to CC&Rs that are already in place, to secure grants or soft loans to cover their assessments, there is not adequate funding and staff do not currently have the capacity to set up a new program.

The detailed Progress Report for June 2022 to October 2024 is included below.

The Proposed BCHA Action Plan + Budget

Per Goal 4, Inform, Engage and Collaborate, Objective 6, Create a housing action plan, staff used the 2022 Strategic Plan and learnings over the last year and a half to inform the February 2024 BCHA Action Plan. To align with the fiscal year and budgeting, staff committed to reassess for this new fiscal year (24/25). The proposed budget enables the implementation of the actions outlined in the proposed plan.

	FY2024 ACTUALS	FY2024 BUDGET	FY2025 BCHA PROPOSED
REVENUE			
City of Ketchum Contribution	\$ 319,359	\$ 84,018	\$ 477,910
County Contribution	\$ 232,278	\$ 150,000	\$ 150,000
CH Administrative Fee (Sales)	\$ 3,235	\$ 5,000	\$ 5,000
Rental Income	\$ 397,237	\$ 358,058	\$ 498,582
Sale of Real Estate	\$ -	\$ 245,000	\$ 240,000
Grants	\$ 182,117	\$ 213,300	\$ 110,000
Donations	\$ 36,761	\$ 20,000	\$ -
Miscellaneous	\$ 6,003	\$ -	\$ -
TOTAL REVENUE	\$ 1,176,990	\$ 1,075,376	\$ 1,481,492
EXPENSES			
Administrative Services	\$ (30,878)	\$ (32,591)	\$ (51,054)
Managed rentals	\$ (473,256)	\$ (448,244)	\$ (652,459)
Contract Labor	\$ (178,434)	\$ (171,520)	\$ (64,744)
Ketchum Staff Labor	\$ (188,946)	\$ (252,055)	\$ (477,910)
Office expenses	\$ (29,892)	\$ (32,591)	\$ (25,560)
Programming	\$ (119,400)	\$ (138,374)	\$ (209,765)
TOTAL EXPENSES	\$ (1,020,806)	\$ (1,075,375)	\$ (1,481,492)
DIFFERENCE	\$ 156,184	\$ 1	\$ (0)

Staff recognize the wide range of actions that *need* to be taken, however they also recognize the high risk of burnout given what BCHA is already committed to and staff capacity. As new staff are onboarded, processes clarified, and staff become more comfortable and efficient with current commitments, then those actions labeled as “backburner” can be revisited.

The proposed updates to the plan, status of current actions, and progress descriptions are as follows. If adopted, the updated actions will be inserted into the full report for public consumptions.

BCHA'S REDLINED PROPOSED HOUSING ACTION PLAN

October 16, 2024

GOAL 1: Build organizational structure + capacity to address regional housing opportunities + gaps			
OBJECTIVES	PROPOSED FISCAL YEAR 2025 ACTIONS	STATUS	PROGRESS DESCRIPTION
1. Create a robust, diverse housing staff team with a range of technical skills to serve regional housing needs.	Maintain Executive Director/Director.	ongoing	Carissa Connelly remains on staff as 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. Administrative Assistant and Property Manager.	in progress	PT Application Assistant now FT, now have FT Operations Manager
	Maintain staff or contracts for technical services (e.g., grant writer, code amendments, etc.).	ongoing	Rian Rooney + Carissa Connelly
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.	ongoing	Ketchum's support increased, County's remained the same
	Continue fundraising beyond local government for housing-targeted grants, with support from BC Housing Foundation. Convene BC Housing Foundation Board.	ongoing	Regular convenings of Foundation now occurring, refreshing Board, rewarded \$60K from the Hunger Coalition and \$25,800 from the Spur Community Foundation.
	Continue meetings with Hailey, Sun Valley, Bellevue. Engage other local governments through active liaisons.	started	Initial response to Board Chair from SV to revisit in 2025, staff request Board to take an active role in this
3. 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.	ongoing	Contract for services with Ketchum still active, staff will be meeting with the County and other cities winter 24/25 regarding funding, scope of services, and governance
4. Build value by providing excellent technical- and policy-related services to various housing agencies, local government, and developers.	Maintain staff and/or contractors to support policy and technical code amendment work.	ongoing	Rian Rooney + Carissa Connelly
BACKBURNER	Fundraising campaign for Silvercreek, acquisition/rehabilitation, or new construction development.	HOLD	No immediate development in mind and limited staff capacity.

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

OBJECTIVES	PROPOSED FISCAL YEAR 2025 ACTIONS	STATUS	PROGRESS DESCRIPTION
<p>1. 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>Track and provide data on housing needs, eligibility, waiting lists etc.</p>	<p>ongoing</p>	<p>This action is reflected in those below.</p>
	<p>Convert 2023 housing needs data and survey into Countywide Housing Needs Assessment Report. Integrate analysis from Sun Valley Economic Development, Wood River Community Housing Trust, City of Hailey, and Windermere. Update every five years.</p>	<p>complete</p>	<p>Published and presented on September 2024.</p>
	<p>Update quarterly annual housing supply pipeline data and compile, publish and market the report. Regularly update all housing related data of value to members, public, and development community. Work with Community Engagement Department on data visualization and accessibility.</p>	<p>not started</p>	<p>Completed for 2024, will start new report in December.</p>
	<p>Publish quarterly annual analysis of waitlist.</p>	<p>not started</p>	<p>Updating waitlist data but haven't systematized publication.</p>
	<p>Retroactively update rental rate report and post available data on BCHA's website.</p>	<p>complete</p>	<p>Database updated after calculation errors fixed.</p>
	<p>Improve rental rate tracking process and reports. Report rates annually. Evaluate current method and consider supplemental and alternative data.</p>	<p>in progress</p>	<p>Contracted with the Idaho Policy Institute of BSU, who concluded that everyone struggles with this data and and there is no reliable method. Some rely on surveys, which BCHA has data on for 2022 and 2023. BCHA could employ a software developer to data scrape at cost.</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>complete</p>	<p>Published and presented on September 2024.</p>
<p>ID staff to track and analyze relevant and useful data.</p>	<p>complete</p>	<p>Administrative Assistant's job description includes tracking rental data. New application and data system can automatically report on waitlist data.</p>	
<p>2. Identify + support policies to promote community housing supply and access to community housing at the local level including: code amendments, projects, programs, funding allocation, etc.</p>	<p>Staff to 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>in progress</p>	<p>More familiar with Bellevue's policies.</p>
	<p>Provide letters of support and BCHA Board in-person representation for planning and development applications, programs, zoning code changes, Comprehensive Plans and/or annexations related to housing at Council/Commission meetings. 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</p>	<p>Preference is for assistance before a staff report is publicized. SV City Administrator recommended BCHA staff work directly with SV Community Development Director.</p>
	<p>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>ongoing</p>	<p>Advocated for density bonus during Bellevue's deliberation over land use in it's downtown.</p>

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

OBJECTIVES	PROPOSED FISCAL YEAR 2025 ACTIONS	STATUS	PROGRESS DESCRIPTION
2. Identify + support policies to promote community housing supply and access to community housing at the local level including: code amendments, projects, programs, funding allocation, etc.	Develop and recommend a standard for HOA assessment and dues allocation on community housing units within CC&Rs <i>to be included in Community Housing Policies, new FAR Exceedance Agreements, and other zoning and housing incentives.</i>	not started	Ketchum City Councilor, Spencer Cordovano, has offered to lobby HOAs with existing community housing units to change their dues and assessments
	Conduct countywide Analysis of Impediments to housing choice. Use learnings to recommend and support new policies in local governments.	not started	Posted RFP with no response. HUD is in the process of updating rules, so staff suspect that consultants are waiting for the updated rules.
	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.	ongoing	Staff discussed with HUD regional director and IHFA Board. Idaho state legislature ruled that no ordinances can prohibit discrimination based on income source.
BACKBURNER	<i>Post and report on sales data.</i>	HOLD	Staff do not currently have capacity.
	Assess intersection of housing policies and other community plans and efforts underway, such as sustainability, transportation, smart growth, etc.	HOLD	Staff do not currently have capacity.

GOAL 3: Expand, coordinate + improve services to create housing stability			
OBJECTIVES	PROPOSED FISCAL YEAR 2025 ACTIONS	STATUS	PROGRESS DESCRIPTION
1. Establish a one-stop-shop for providing resources, services and application assistance at BCHA office in English and Spanish and support coordination with other partners.	Maintain welcoming, friendly office and office hours.	ongoing	The Hailey office is sunny and welcoming, with either Blaine County Charitable Fund or BCHA staff available to welcome people, or a sign-up so that staff can contact people who drop by when no one is available.
	Staff offices with bilingual staff.	ongoing	The main Hailey office and Silvercreek are staffed with bilingual program administrators
	Maintain Update 2025 resource guide and one-pager in English and Spanish. Share hard copies with case workers.	not started	2024 resources guides distributed in April, update to begin in December
2. Position BCHA as primary point of entry for community housing.	Maintain utility of Common Intake Form.	ongoing	Close to finishing Bluebird leaseup and have made multiple referrals to WRCHT
	Effectively manage existing waitlist and referrals.	ongoing	Transitioning all program participants and applicants to new database
	Continue to engage developers, community partners and housing providers.	ongoing	BCHA now hosts quarterly partner meetings
3. Address the immediate needs of unhoused and people at risk of displacement.	Provide displacement support/housing options for families at risk of and experiencing homelessness	ongoing	Program administrator, Frances Solano, provides case management and has placed . Seeking trained property manager for Silvercreek Living.
	Provide high quality, bilingual supportive services and housing counseling to residents of BCHA operated transitional housing and Lift Tower Lodge.	not started	Staff are working with HUD to determine how to become housing counselors.
	Bi Annually review progress and adjust Emergency and Transitional Housing Plan to reflect changes in homelessness.	complete	Track progress here https://www.bcoha.org/emergency--transitional-housing-plan.html
	Maintain leases for rooms to expand emergency housing locally.	ongoing	Silvercreek Living has housed 112 people and High Country Motel housed 27 people coming out of homelessness during FY24. The 5-year master lease of Silvercreek Living is still in year 1. Some of the tenants will be moving to Bluebird this fall, opening rooms for other people needing to come out of the elements. Early next fall, we can reassess if there is a need for more transitional housing.
4. Coordinate and expand funding for services.	Collaborate with local social service providers to coordinate funding applications to support shared goals.	complete	The Spur Foundation, via the Hunger Coalition, has provided funds that support shared goals. Staff believe this function is better suited to continue with them.
	Secure and expand funds from State Workforce Housing Fund or Idaho Housing and Finance Association (IHFA).	ongoing	Advocated to IHFA board in August 2024 and are working with other resort communities to create a mutual ask of the legislature and IHFA late October.
	Continue to comply with ongoing grant requirements.	ongoing	Compliant with IHFA's HOME-ARP requirements and the Spur grant for the Employee Generation Nexus Study. Have not yet distributed funds from the Hunger Coalition grant due to needing to clarify processes at Silvercreek. Now tenants are asked to request an exception if they can't make rent.

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

OBJECTIVES	PROPOSED FISCAL YEAR 2025 ACTIONS	STATUS	PROGRESS DESCRIPTION
5. Advocate on behalf of tenants and serve as a liaison to property management companies.	Continue contract for landlord tenant support services	ongoing	This last fiscal year (FY24) there were 35 inquiries for mediation, with 11 mediations occurring and agreements reached. This enabled greater housing stability for 22 people. 7 mediations didn't occur because the landlord was unwilling, but the local judge now requires use of our mediators during eviction cases. This contract will be presented to the Board for renewal November, 2024.
BACKBURNER	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 BCHA's website. - Establish plan for on-going communications.	HOLD	Staff do not currently have capacity.
	Host workshops with other service providers to build coordination and strategy to address gaps.	HOLD	Staff do not currently have capacity.

GOAL 4: Inform, engage, collaborate			
OBJECTIVES	PROPOSED FISCAL YEAR 2025 ACTIONS	STATUS	PROGRESS DESCRIPTION
1. 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"> - Increased communications in Spanish - More organic and paid social media content - targeted campaigns for market segments likely to participate in BCHA programs - Targeted campaigns for market segments likely to participate in BCHA programs - Provide talking points and present BCHA initiatives to housing partners, media outlets, employers, municipalities, and the public to improve awareness - Improved website content and navigation - List of services, resources - Report out on results and track towards collective goals - BCHA newsletter <p>Web analytics will be established to help track campaign performance.</p>	ongoing	Several social media campaigns (paid and organic) have been launched to promote BCHA-sponsored talks, studies, and programs. These campaigns were targeted to those likely to be interested in BCHA programs because of their geographic location or psychographic profiles (values, interests, or opinions). Preliminary planning is underway to rebuild the BCHA website, which would include easier navigation, Spanish translation throughout, and analytics to evaluate use. Preliminary plans are to launch the new website in the summer of 2025. Weekly meetings between Ketchum's Community Engagement department and local media reporters have been established in efforts to correct and prevent misinformation about BCHA and its programs/operations. This has resulted in more accurate media coverage for BCHA in the past six months, as well as more coverage in general of BCHA initiatives.
2. Increase collaboration with all local governments.	Encourage active, staff-level liaisons with local governments. Explore deeper levels of engagement with liaisons, administrators and planning directors , such as monthly reports alongside verbal updates at BCHA Board meetings, regular administrator meetings, and coffee/lunch with planning directors .	started	Liaison attendance and participation at Board meetings is inconsistent. As part of staff outreach to local jurisdictions', staff aim to have more regular (at least 3x/yr) check-ins specifically with liaisons. 1 city administrator recommended BCHA staff further develop relationships with planning directors
3. Increase community, stakeholder, and staff's education on existing housing programs and housing topics.	Organize and advertise education sessions with Idaho Housing & Finance Association, NeighborWorks and South Central Community Action Partnership.	not started	on the workplan for the new Operations Manager
	Assist Neuromediation Group, the landlord-tenant mediation team, with hosting trainings on landlord-tenant law and conflict resolution.	ongoing	staff assist in advertising trainings, 55 people attended the 9 trainings provided this last fiscal year
	Co-host housing talks by guest speakers with the Community Library.	ongoing	as of October 10, 2024, reached 254 people with these two events. this is tied to the quarterly partner meetings, with the same guest speakers and similar - if not the same - content
4. Increase staff's and board's access to housing and service provision experts and knowledge.	Source new board, active members strategically based on needed expertise.	started	need regular, active board engagement, up to 5 hours per month
	Staff and Interim Housing Manager to attend IHFA's bi-annual housing conference. Staff to participate in trainings based on their content areas. Staff to facilitate trainings for BCHA board.	ongoing	All full time staff attended IHFA's bi-annual conference, as did two liaisons. The new Operations Manager will better facilitate training identification and participation logistics. Many on the BCHA board participated in Housing 101 training and a legal training on running and participating in a public meeting. All staff and many board members participate in the educational quarterly meetings.

GOAL 4: Inform, engage, collaborate CONTINUED			
OBJECTIVES	PROPOSED FISCAL YEAR 2025 ACTIONS	STATUS	PROGRESS DESCRIPTION
5. 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.	in progress	The board reviewed market research findings and an initial rebrand proposal during the summer. Staff have already begun using the new rebrand color scheme and broader color palette since the board unanimously supported it during the initial presentation.
6. Create a regional housing action plan	Create an annual regional action plan that reflects and tracks priorities in the region.	complete	This is BCHA's plan, Ketchum has an action plan and Hailey has a supply report that includes actions. No steps have been taken to integrate.
7. Explore model for regional housing coalition (similar to Mountain Housing Council).	Continue to facilitate quarterly implementation partner meetings at least twice a year which are currently hosted by the City of Ketchum . Explore ways for greater participant engagement.	ongoing	BCHA has now hosted two meetings. The September meeting had it's lowest attendance of about 15 people (typically 30-40 people). Staff do not yet know if it was due to content or other reasons but aim to better understand this, and seek greater input on agenda development.
BACKBURNER	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.	HOLD	staff need more regular interactions and greater rapport for other jurisdictions to include their actions

GOAL 5: Steward/preserve + expand portfolio of deed restricted homes			
OBJECTIVES	PROPOSED FISCAL YEAR 2025 ACTIONS	STATUS	PROGRESS DESCRIPTION
1. Continue to steward inventory of existing deed-restricted homes in BCHA inventory, including on-going compliance.	Upgrade Perfect use of new application and compliance administrative systems, continue compliance review of existing deed restricted units.	ongoing	Launched new data system, HomeKeeper, October 2024.
	Finalize staffing for general population application review and compliance.	complete	Liz Vargas transitioned to full time administrator in August, 2024.
	Add Category Locals new unit and Workforce policies.	started	Added Category Local policy but not workforce.
	Conduct annual update to Community Housing Guidelines and forms.	complete	Recurrent, latest update in June 2024.
	Create process documents for recurrent processes. Review existing process documents.	started	New process documents for lease up and sales, new Operations Manager will lead this effort.
	Update compliance and application forms.	ongoing	Forms need regular updates as policies are updated.
2. Expand inventory of deed-restricted homes through an acquisition/preservation strategy.	Maintain list of existing housing opportunities for immediate needs.	started	Wood River Community Housing Trust and Syringa (manager of Bluebird and Northwood) request referrals from BCHA.
	Support and offer to administer new deed-restricted units.	ongoing	Offered to administer new units in Bellevue.
	Support new local government programs: Lease to Locals, down payment assistance, Vail Indeed type program.	not started	Staff have not been involved in any conversations regarding starting new programs (aside from Ketchum's).
BACKBURNER	Explore funding and creating a rehabilitation grant program to help people stay in their homes.	HOLD	No funding allocated for this program this fiscal year and staff do not have the capacity to create a new program.
	Identify and map Naturally Occurring Affordable Housing (NOAH) countywide.	HOLD	City of Ketchum started this process and staff can learn from and expand to the county.

Attachments:

1. Resolution No. 2024-23
2. Resolution No. 2024-24
3. Proposed, updated Action Plan clean
4. Current Action Plan (full report), adopted February 2024

RESOLUTION NO. 2024-23
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, 2024-2025

WHEREAS, the BCHA Strategic Plan is a long-range plan that reflects high level goals; 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 October 16, 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

RESOLUTION NO. 2024-24
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 BUDGET FOR FISCAL YEAR 2024-2025

WHEREAS, the BCHA Action Plan specifies organizational needs and programs; and

WHEREAS, the BCHA Board has reviewed this Action Plan and associated budget to implement such plan;
and

WHEREAS, an Action Plan and Budget gives clear direction to staff on approved actions for the fiscal year,
which enables appropriate time and resource allocation; 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
Fiscal Year 2025 budget on October 16, 2024.

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

DATED this ____ day of _____, 2024

ATTEST:

BLAINE COUNTY HOUSING AUTHORITY
BOARD OF COMMISSIONERS

Executive Director

Chair

BCHA'S PROPOSED HOUSING ACTION PLAN

October 16, 2024

GOAL 1: Build organizational structure + capacity to address regional housing opportunities + gaps	
OBJECTIVES	PROPOSED FISCAL YEAR 2025 ACTIONS
1. Create a robust, diverse housing staff team with a range of technical skills to serve regional housing needs.	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 Administrative Assistant and Property Manager.
	Maintain staff or contracts for technical services (e.g., grant writer, code amendments, etc.).
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 for housing-targeted grants, with support from BC Housing Foundation.
	Continue meetings with Hailey, Sun Valley, Bellevue. Engage other local governments through active liaisons.
3. 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.
4. Build value by providing excellent technical- and policy-related services to various housing agencies, local government, and developers.	Maintain staff and/or contractors to support policy and technical code amendment work.
BACKBURNER	Fundraising campaign for Silvercreek, acquisition/rehabilitation, or new construction development.

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

OBJECTIVES	PROPOSED FISCAL YEAR 2025 ACTIONS
1. Serve as the community's primary source of housing data, housing needs, and housing lists to support data-driven decision making, action and	<p>Update annual housing supply pipeline data and compile, publish and market the report. Regularly update all housing related data of value to members, public, and development community. Work with Community Engagement Department on data visualization and accessibility.</p> <p>Publish annual analysis of waitlist.</p> <p>Improve rental rate tracking process and reports. Report rates annually.</p>
2. Identify + support policies to promote community housing supply and access to community housing at the local level including: code amendments, projects, programs, funding allocation, etc.	<p>Staff to 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>Provide letters of support and BCHA Board in-person representation for planning and development applications, programs, zoning code changes, Comprehensive Plans and/or annexations related to housing at Council/Commission meetings. Encourage local jurisdictions to use BCHA as a housing resource and discuss proposed actions with BCHA in advance of staff report publication.</p> <p>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>Develop and recommend a standard for HOA assessment and dues allocation on community housing units within CC&Rs to be included in Community Housing Policies, new FAR Exceedance Agreements, and other zoning and housing incentives.</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.</p>
BACKBURNER	<p>Post and report on sales data.</p> <p>Assess intersection of housing policies and other community plans and efforts underway, such as sustainability, transportation, smart growth, etc.</p>

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

OBJECTIVES	PROPOSED FISCAL YEAR 2025 ACTIONS
1. Establish a one-stop-shop for providing resources, services and application assistance at	Maintain welcoming, friendly office and office hours. Staff offices with bilingual staff. Update 2025 resource guide and one-pager in English and Spanish. Share hard copies with case workers.
2. Position BCHA as primary point of entry for community housing.	Maintain utility of Common Intake Form. Effectively manage existing waitlist and referrals. Continue to engage developers, community partners and housing providers.
3. Address the immediate needs of unhoused and people at risk of displacement.	Provide displacement support/housing options for families at risk of and experiencing homelessness Provide high quality, bilingual supportive services and housing counseling to residents of BCHA operated transitional housing and Lift Tower Lodge. Annually review progress and adjust Emergency and Transitional Housing Plan to reflect changes in homelessness. Maintain leases for rooms to expand emergency housing locally.
4. Coordinate and expand funding for services.	Secure and expand funds from State Workforce Housing Fund or Idaho Housing and Finance Association (IHFA). Continue to comply with ongoing grant requirements.
5. Advocate on behalf of tenants and serve as a liaison to property management companies.	Continue contract for landlord tenant support services
BACKBURNER	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 BCHA's website. - Establish plan for on-going communications. Host workshops with other service providers to build coordination and strategy to address gaps.

GOAL 4: Inform, engage, collaborate

OBJECTIVES	PROPOSED FISCAL YEAR 2025 ACTIONS
1. 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"> - Increased communications in Spanish - More organic and paid social media content - targeted campaigns for market segments likely to participate in BCHA programs - Targeted campaigns for market segments likely to participate in BCHA programs - Provide talking points and present BCHA initiatives to housing partners, media outlets, employers, municipalities, and the public to improve awareness - Improved website content and navigation - List of services, resources - Report out on results and track towards collective goals - BCHA newsletter <p>Web analytics will be established to help track campaign performance.</p>
2. Increase collaboration with all local governments.	Encourage active, staff-level liaisons with local governments. Explore deeper levels of engagement with liaisons, administrators and planning directors, such as monthly reports alongside verbal updates at BCHA Board meetings, regular administrator meetings, and coffee/lunch with planning directors.
3. Increase community, stakeholder, and staff's education on existing housing programs and housing topics.	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.
	Co-host housing talks by guest speakers with the Community Library.
4. Increase staff's and board's access to housing and service	Source new board, active members strategically based on needed expertise.
	Staff to participate in trainings based on their content areas. Staff to facilitate trainings for BCHA board.
5. Create a new, exciting brand to build regional awareness and support for coordinated housing solutions	<p>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.</p>
6. Create a regional housing action plan	Create an annual action plan that reflects and tracks priorities in the region.
7. Explore model for regional housing coalition (similar to Mountain Housing Council).	Continue to facilitate implementation partner meetings at least twice a year. Explore ways for greater participant engagement.
BACKBURNER	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.

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

OBJECTIVES	PROPOSED FISCAL YEAR 2025 ACTIONS
1. Continue to steward inventory of existing deed-restricted homes in BCHA inventory, including on-going compliance.	Perfect use of new application and compliance administrative systems, continue compliance review of existing deed restricted units.
	Add new unit and Workforce policies.
	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.
	Maintain list of existing housing opportunities for immediate needs.
	Support and offer to administer new deed-restricted units.
BACKBURNER	Support new local government programs: Lease to Locals, down payment assistance, Vail Indeed type program.
	Explore funding and creating a rehabilitation grant program to help people stay in their homes.
	Identify and map Naturally Occuring Affordable Housing (NOAH) countywide.



**BLAINE COUNTY
HOUSING AUTHORITY
ACTION PLAN**

Adopted February 14, 2024



THANK YOU

BOARD OF COMMISSIONERS

- Keith Perry, Board Chair
- Sarah Seppa, Vice Chair
- Mason Frederickson, Treasurer
- Nate Hart, Commissioner
- Jennifer Rangle, Commissioner
- Ana Torres, Commissioner

COMMUNITY PARTICIPANTS

- Cece Osborne, Wood River Land Trust
- Harry Griffith, Sun Valley Economic Development
- Jordan Fitzgerald, Wood River Community Housing Trust
- Mary Fauth, Blaine County Charitable Fund
- Michelle Griffith, ARCH Community Housing Trust
- Sally Gillespie, SPUR Community Fund

BCHA'S GOVERNMENT LIAISONS

- Commissioner Muffy Davis, Blaine County
- Councilperson Tripp Hutchinson, Ketchum
- City Administrator Lisa Horowitz, Hailey

GOVERNMENT PARTICIPANTS

- Councilperson Jessica Obenauf, Bellevue
- Councilperson Michelle Griffith, Sun Valley
- Mayor Neil Bradshaw, Ketchum

ADMINISTRATIVE SUPPORT

- Jade Riley, Ketchum City Administrator
- Carissa Connelly, Housing Director
- Courtney Noble, Interim Housing Manager
- Daniel Hansen, Community Engagement Manager
- Rian Rooney, Housing Fellow
- Thecla Campbell, Administrative Assistant

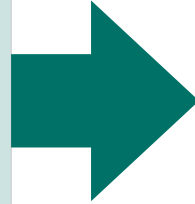
Blaine County Housing Authority's Action Plan was reviewed and adopted at the Annual Board Meeting on February 14th, 2024.

FROM LONG-RANGE STRATEGIC PLAN TO ACTION PLAN

PARALLEL PLANNING EFFORTS INFORMED BCHA'S LONG-TERM STRATEGIC PLAN

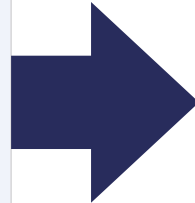
COUNTY COORDINATION DISCUSSIONS

- Discussion with Cities on
 - strengthening BCHA
 - need for increased coordination
- Reviewed housing partnership and coalition models
- Discussion with Ketchum on joint housing department



KETCHUM HOUSING ACTION PLAN

- Countywide Housing Needs Assessment
- Community outreach + feedback
 - 1,117 survey responses, interviews of 35 leaders
 - task force from diverse industries
- Researched best practices + interviewed Housing Directors from six peer communities
- OUTPUT: HAP adopted May 2022 highlighted need for
 - regional coordination
 - expanded services
 - housing entity as go-to resource



BCHA'S LONG-TERM STRATEGIC PLAN

- Informed by other planning efforts and learnings
- Actions assumed to continue at local city level with countywide coordination
- Interviewed stakeholders
- Researched other Housing Authorities
- Audited current operations + functionality
- Board workshops defined:
 - role/purpose
 - organizational models
 - Strategic Plan
- OUTPUT: Long-term Strategic Plan adopted June 2022

In June 2022, the BCHA Board of Commissioners and Government 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.

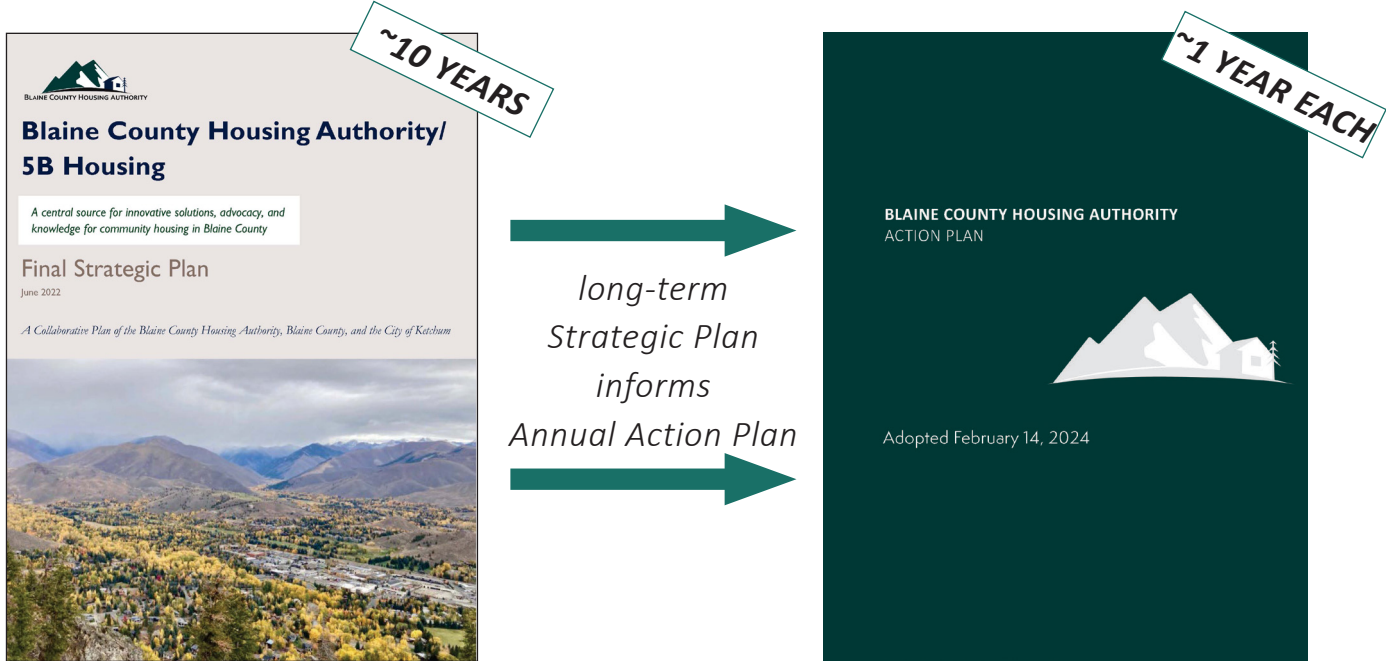
Alongside BCHA's planning process, Ketchum had just wrapped up planning efforts for its own Housing Action Plan (HAP) and Blaine County was conducting their own housing discussions. Ketchum's HAP was developed with significant countywide input – including a survey with over 1,117 responses and interviews of 35 community leaders representing service providers, businesses, developers, philanthropy, and local government leaders. Research and peer community interviews identified best practices for destination communities while the housing needs

assessment established the housing deficit across incomes.

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 open houses, focus groups, and digital public comment. Actions included quarterly housing conversations with local governments and separate quarterly conversations with Implementation Partners – i.e. those facilitating 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 highlighted the need for county-wide coordination to make the housing efforts less duplicative and confusing for the community, service providers, and other stakeholders.

LONG-TERM STRATEGIC PLAN IS FRAMEWORK FOR MORE IMMEDIATE, IMPACTFUL ACTIONS



This long-term Strategic Plan outlined objectives within each goal area, one of which is to create a Regional Action Plan. The Action Plan follows the same Goal framework as BCHA’s long-term Strategic Plan, with slight adjustments to Objectives and reassessment of Strategies for immediate impact and feasibility- i.e. “Actions.”

An Action Plan clarifies the most relevant and immediately impactful, needed, and feasible actions for staff to pursue. The aim is to update the Action Plan annually - in alignment with the budget cycle - in order to account for learnings, changes, developments, and accomplishments. The Action Plan gives clear direction to staff on approved actions for

the fiscal year, which enables appropriate time and resource allocation. The Plan herein will be reevaluated during FY24-25 budget review. This is in contrast to the Strategic Plan, which typically remains unchanged for a decade or more.

This regional action plan can be an opportunity for local governments to publicize their housing efforts. The resulting compilation of actions would be a resource for the community, stakeholders, developers, and local governments to view housing programs, policies, and efforts happening throughout the county. Local governments could then identify, learn from, and coordinate with each other and/or BCHA.



GOAL 1 | BUILD ORGANIZATIONAL STRUCTURE + CAPACITY TO SERVE REGIONAL HOUSING OPPORTUNITIES + GAPS

CONTEXT FOR GOAL 1

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's 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.”

At the time BCHA's long-term Strategic Plan was in 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 and fill identified gaps, producing better outcomes for regional coordination and enable 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.

GOAL 1 PROGRESS | JUNE 2022 TO FEBRUARY 2024

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.

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.

By February 2023, County elected officials and administrators



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.

ACTION PLAN GOAL 1, BUILD ORGANIZATIONAL STRUCTURE + CAPACITY TO SERVE REGIONAL HOUSING OPPORTUNITIES + GAPS	
OBJECTIVES	ACTIONS
1. 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 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.).
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 for housing-specific grants, with support from Blaine County Housing Foundation. Convene the Foundation’s Board.
	Continue meetings with Hailey, Sun Valley, Bellevue. Engage other local governments through active liaisons.
3. 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.
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, including Comprehensive Plan updates.



GOAL 2 | RECOMMEND + ADVOCATE FOR POLICY THAT PROMOTES COMMUNITY HOUSING

CONTEXT FOR GOAL 2

Key tools available to local governments are incentivizing

1. housing access through policies and programs and
2. community housing development through code/land development regulations, whereby private developers contribute to meeting housing needs.

Examples include fast-tracking the entitlement process for developments that are all, or majority, community housing. The reduction in process time leads to cost savings for developers, thus enabling community housing development at below market costs. Another is Ketchum’s

density bonus program, whereby developers can exceed a set density in certain neighborhoods so long as they also provide community housing or pay a fee.

BCHA historically provided policy guidance to local governments and will continue to do so. BCHA has also tracked housing needs and rental data. The long-term Strategic Plan seeks to improve with the aim of better informing decision- and policy-making.

GOAL 2 PROGRESS | JUNE 2022 TO FEBRUARY 2024

The BCHA 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 limited staff and Facebook access. Staff are now exploring an overhaul of the rental tracking system with Boise State Idaho Policy Institute.



ACTION PLAN | GOAL 2, RECOMMEND + ADVOCATE FOR POLICY THAT PROMOTES COMMUNITY HOUSING

OBJECTIVES	ACTIONS
<p>1. 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>	Ongoing: Track and provide data on housing needs, eligibility, and waiting lists.
	Convert 2023 housing needs data and survey into Countywide Housing Needs Assessment Report. Integrate analysis from Sun Valley Economic Development, Wood River Community Housing Trust, City of Hailey, and Windermere.
	Every five years, update regional housing needs and quarterly housing supply pipeline data and compile, publish and market the report. Regularly update all housing related data of value to members, public, and development community. Work with Community Engagement Department on data visualization and accessibility.
	Ongoing: Publish quarterly analysis of BCHA’s waitlist.
	Retroactively update rental rate report and post available data on BCHA’s website.
	Improve rental rate tracking process and reports. Evaluate current method and consider supplemental and alternative data.
	Contract to conduct employee generation nexus study to identify the relationship between market rate development and workforce housing.
	Identify staff to track and analyze relevant and useful data.
<p>2. Identify + support policies to promote community housing supply and access to community housing at the local level including: code amendments, projects, programs, funding allocation, etc.</p>	Staff to become familiar with existing and potential housing policies and programs in local jurisdictions. Develop relationship and knowledge-sharing with staff of other jurisdictions.
	Ongoing: Provide letters of support and in-person representation for planning and development applications, programs, zoning code changes, Comprehensive Plans and/or annexations related to housing at Council/Commission meetings. Encourage local jurisdictions to use BCHA as a housing resource and discuss proposed actions with BCHA in advance of staff report publication.
	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.
	Develop and recommend a standard for HOA assessment and dues allocation on community housing units within CC&Rs.
	Conduct countywide Analysis of Impediments to housing choice. Use learnings to recommend and support new policies in local governments.
	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.
	Assess intersection of housing policies and other community plans and efforts underway, such as sustainability, transportation, smart growth, etc.

GOAL 3 | EXPAND, COORDINATE + IMPROVE SERVICES TO CREATE HOUSING STABILITY

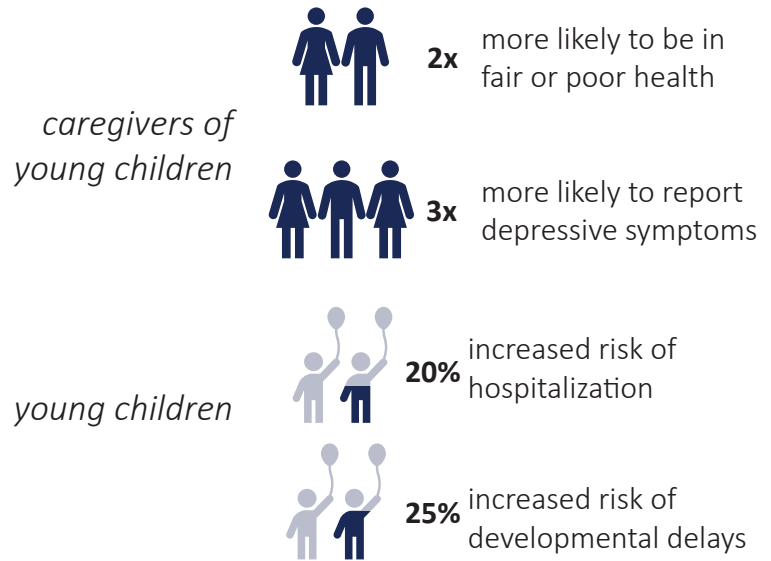
CONTEXT FOR GOAL 3

Housing instability is creating financial, social, and emotional challenges for residents across the valley. Displacement and housing instability have mental and physical health impacts. In adults it increases the likelihood of depression and suicide and has negative physical impacts.¹ In children, it disrupts development and immune system responses and increases likelihood of hospitalization.²

Especially for those in crisis, stress from housing instability can make it more challenging to navigate nonprofit and social service networks. BCHA's Housing Needs Assessment update in 2023 found that 1% of Blaine County residents are experiencing homelessness and nearly 40% are experiencing housing instability, primarily due to paying more than an affordable rate on housing and having a month to month or verbal lease.³ Other reasons include couch-surfing, living outside or in a structure not suitable for housing, overcrowding (risking eviction), and escaping domestic violence.

During planning efforts in 2022 and continued engagement since, community members and service providers emphasized the need for a clear, coordinated point of entry for housing resources and a response to homelessness and displacement. Survey respondents indicated that they, or their clients, were often shuffled from one agency to the next in an attempt to access resources. Often these clients would complete a process only to find out that they did not meet the eligibility criteria, which may even specifically screen out some of the most vulnerable community members.

EFFECTS OF HOUSING INSTABILITY



HOMELESSNESS

Over 200 people experience homelessness in Blaine County on any given night



RISK OF HOMELESSNESS

Nearly 10,000 Blaine County residents are at risk of homelessness



1 Sandel M, Sheward R, Ettinger de Cuba S, et al. *Unstable Housing and Caregiver and Child Health in Renter Families*. *Pediatrics*. 2018;141(2):e20172199

2 *Ibid.*

3 *Point in Time Count 2023; Blaine County School District; Blaine County Housing Survey 2023; Housing Matters Survey 2022*

GOAL 3 PROGRESS | JUNE 2022 TO FEBRUARY 2024

BCHA has made tremendous progress in this goal area over the last year, so focus is now on performance. 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.

The 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; Housing access is already more streamlined because of BCHA’s common intake form in English and Spanish, clarified referral process with participating properties, and familiarizing case workers with housing application processes.

ACTION PLAN GOAL 3, EXPAND, COORDINATE + IMPROVE SERVICES TO CREATE HOUSING STABILITY	
OBJECTIVES	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. Position BCHA as primary point of entry for locals seeking 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.
3. Address the immediate needs of unhoused and people at risk of displacement.	Ongoing: Provide displacement support and 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.
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.	Build plan for property management outreach and partnership. <ul style="list-style-type: none"> • Host meetings, go to sites, connect with all property managers in the Valley to build relationships. • List open units on BCHA’s website. • Establish plan for on-going communications.
	Ongoing: Continue contract for landlord tenant support services

GOAL 4 | INFORM, ENGAGE, COLLABORATE

CONTEXT FOR GOAL 4

When BCHAs 2022 long-term Strategic Plan was created, it recognized that the Blaine County community had limited knowledge of the housing problem, potential solutions, who does what, and what gaps exist. It identified methods for leveling up the base level of housing knowledge community wide, specifically through research and analysis, improved coordination and collaboration, and broad community education.

Community and key stakeholders continue to prioritize this goal. Success in this area looks like informed decision making in local government, amongst employers and general community dialogue. For example, these efforts can better inform the community on the reality of local earnings, market dynamics, and the value of rowing in the same direction. It also leads to more productive and impactful interventions due to a higher base level of community education. These efforts can counteract uninformed biases against locals and low-income households, misunderstandings of market dynamics, and inconsistent political fortune.



GOAL 4 PROGRESS | JUNE 2022 TO FEBRUARY 2024

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 BCHAs. This goal includes the

creation of a regional housing action plan, which is proposed in this staff report and was reviewed at the February 14th Board meeting.

ACTION PLAN | GOAL 4, INFORM, ENGAGE, COLLABORATE

OBJECTIVES	ACTIONS
1. 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"> • Increased communications in Spanish • More organic and paid social media content • Targeted campaigns for market segments likely to participate in BCHA programs • Provide talking points and present BCHA initiatives to housing partners, media outlets, employers, municipalities, and the public to improve awareness • Improved website content and navigation • Report out on results and track towards collective goals • BCHA newsletter <p>Web analytics will be established to help track campaign performance.</p>
2. Increase collaboration with all local governments.	Encourage active Liaisons with local governments. Explore deeper levels of engagement with Liaisons, such as monthly reports alongside verbal updates at BCHA Board meetings and including all electeds in agenda and progress report emails. Explore engagement with elected officials and other staff of local governments beyond Liaisons.
3. Increase community, stakeholder, and staff's education on existing housing programs and topics.	Organize and advertise education sessions with Idaho Housing & Finance Association, NeighborWorks, South-Central Community Action Partnership, and BCHA.
	<p>Assist Neuromediation Group, the landlord-tenant mediation team, with hosting trainings on landlord-tenant law and conflict resolution.</p> <p>Ongoing: Co-host housing talks by guest speakers with the Community Library.</p>
4. Increase staff's access to housing and service provision experts and knowledge.	Source new board members strategically based on needed expertise.
	Staff to attend IHFA's bi-annual housing conference. Staff to participate in trainings based on their content areas.
5. 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.
6. Create an annual regional housing action plan.	Ongoing: Create a regional action plan that reflects and tracks priorities in the region. Clarify differences between BCHA's Strategic Plan, BCHA's Action Plan, and Ketchum's Housing Action Plan.
	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.
7. Explore model for regional housing coalition.	Ongoing: Facilitate quarterly implementation partner meetings which were formerly hosted by the City of Ketchum. Explore ways for greater participant engagement.



GOAL 5 | STEWARD/PRESERVE + EXPAND PORTFOLIO OF DEED-RESTRICTED HOMES

CONTEXT FOR GOAL 5

BCHA currently administers 171 units, or 183 if winter transitional housing is included for 2024. About one-third of those units are ownership and two-thirds rentals, with about half of the rentals prioritizing households experiencing homelessness and housing instability.

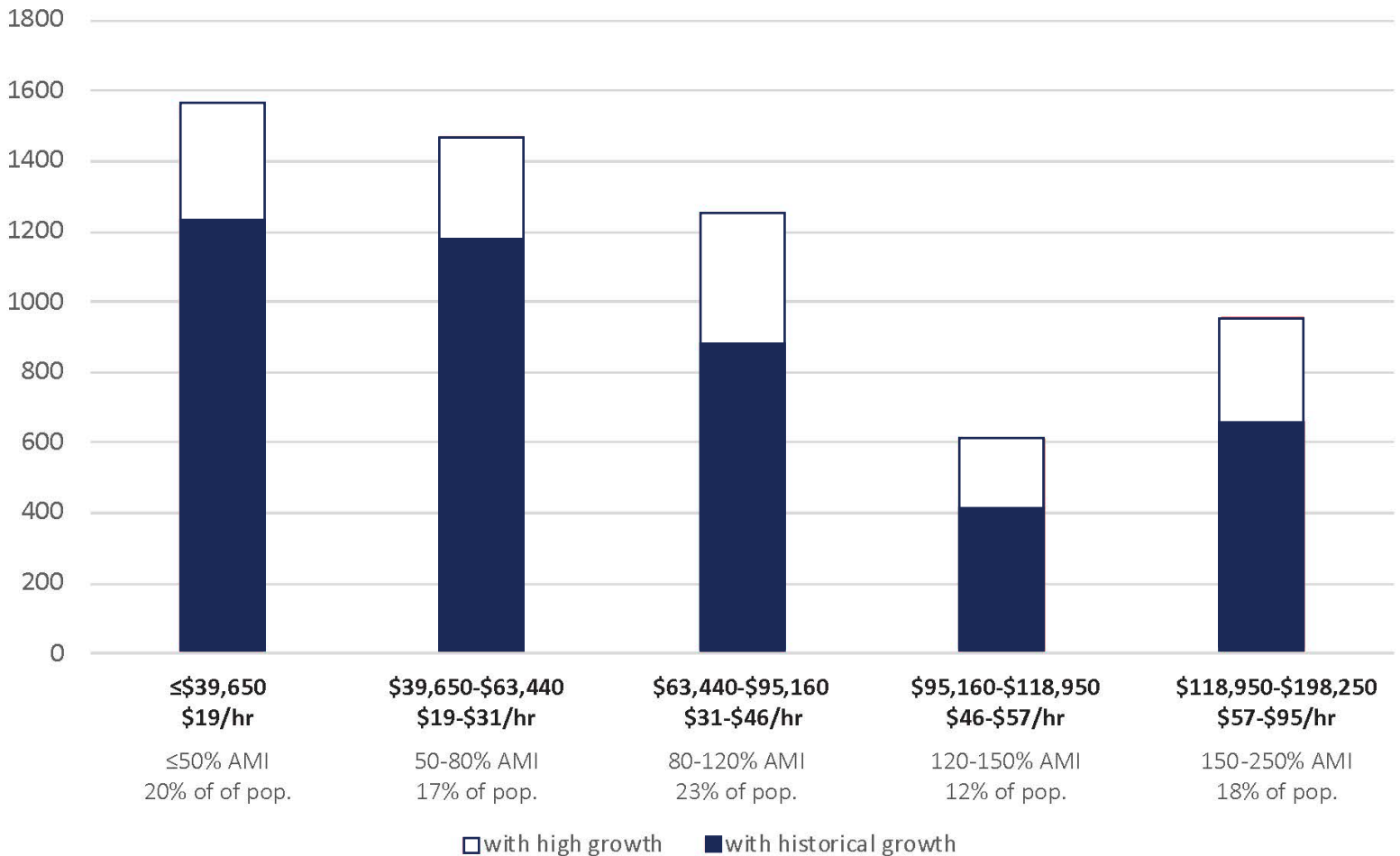
Historically, administering this portfolio of units was one of BCHA's sole duties and will continue to be. This entails both user- and back-end friendly applications and compliance forms as well as effective, cohesive data and customer relationship management. It also means stringent review of

applicants and participating homeowners and renters, and enforcing compliance with ongoing eligibility requirements.

Ketchum's 2022 Housing Needs Assessment identified - and BCHA's 2023 update confirmed - a minimum of 4,700 community homes needed countywide by 2032. Community homes are those that are restricted long-term for households who live and work in Blaine County, with certain exemptions. The restriction typically takes the form of a deed restriction, but on new construction can be a ground lease or similar contractual agreement.

Minimum of 4,700 new, converted, or preserved deed-restricted homes are needed in Blaine County by 2032

housing is needed across all income levels



Source: Blaine County Housing Survey 2023, U.S. Census Bureau: American Community Survey 2021 5-year Estimates, HUD

That 4,700 need is primarily comprised of the struggling households residing in Blaine County, those who are paying unaffordable amounts on housing and those who are experiencing homelessness and other forms of housing instability. The need can be met by placing restrictions on existing homes- including those already occupied by locals and converting short-term rentals, vacation and second homes for local use. A portion of that number can also be fulfilled through new construction.

The scale of that number also underscores the need for more community homes in every town throughout the county. The human preference and commute cost also must be considered when considering housing location. Of the households needing or expecting to need housing in the next two years, over three-quarters stated that they would not live farther than Bellevue and nearly half stated they would not live in unincorporated Blaine County

(outside of the cities).¹ Additionally, since the primary need for community housing is due to affordability, the costs of a longer commute must be factored in: gas, car maintenance, additional car payments and insurance, increased healthcare costs, reduction in worker and student productivity, and reduction in volunteer hours and community participation.²

1 Blaine County Housing Survey 2023

2 St. Luke’s Wood River Valley Health Assessment; “Your Commute Is Killing You” May 2011, Annie Lowrey, Slate, <https://slate.com/business/2011/05/long-commutes-cause-obesity-neck-pain-loneliness-divorce-stress-and-insomnia.html>; Han L, Peng C, Xu Z. The Effect of Commuting Time on Quality of Life: Evidence from China. *Int J Environ Res Public Health*. 2022 Dec 29;20(1):573. doi: 10.3390/ijerph20010573. PMID: 36612893; PMCID: PMC9819363.

GOAL 5 PROGRESS | JUNE 2022 TO FEBRUARY 2024

To steward and preserve BCHAs portfolio, staff established an annual compliance review process. BCHAs transitioning to a cohesive, backend-friendly, effective system for data, application, compliance, or communications. A review of human capital is underway to ensure adequate and efficient staffing to manage these systems and inventory.

Expansion of the inventory of deed-restricted homes is primarily being conducted by individual jurisdictions. BCHAs

does not have adequate funding to establish high-cost countywide programs. However, staff analyzed BCHAs 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.

ACTION PLAN | GOAL 5, STEWARD/PRESERVE + EXPAND PORTFOLIO OF DEED-RESTRICTED HOMES

OBJECTIVES	ACTIONS
1. Continue to steward inventory of existing deed-restricted homes in BCHAs 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 + forms.
	Create process documents for recurrent processes. Review existing process documents.
Update compliance and application forms.	
2. Expand inventory of deed-restricted homes through an acquisition/preservation strategy.	Ongoing: Maintain list of existing housing opportunities for immediate needs.
	Ongoing: Support and offer to administer new deed-restricted units.
	Identify and map Naturally Occurring Affordable Housing (NOAH) countywide.
	Ongoing: Support new programs such as Lease to Locals, Ketchum’s Ownership and Preservation Program, and public-private development on publicly owned land.



**BLAINE COUNTY
HOUSING AUTHORITY**