



**Executive Director of Chaffee Housing Authority Report
Salida City Council Work Session
August 14, 2023**

Executive Summary:

Having taken over as the Executive Director of the Chaffee Housing Authority (CHA) on April 24, 2023, I've spent the past three and a half months working on developing and executing on a five-point operational plan for the first six months of my tenure. The CHA approved this operational plan at its June board meeting. The five areas include:

1. Affordable housing development
2. Shoring up the budget and finances of the organization
3. Supporting the board in a strategic plan update
4. Outreach, education and advocacy
5. Programming

This report details a summary of the progress I've made so far in each of these five areas - all with the goal of working to solve the affordable housing crisis in Chaffee County.

1. Affordable Housing Development

Jane's Place:

- Beginning construction of phase 2 of Jane's Place as soon as possible is a top priority for CHA.
- To that end, we formed a Jane's Place-specific committee in May of 2023 in collaboration with the Community Foundation, Achieve, CHA board members, and other volunteer partners.
- We have been meeting weekly and working to resolve funding gaps, manage partnerships, oversee financing, and provide community updates related to the project.
- I presented to the State Housing Board meeting and secured Division of Housing gap funding in the form of a \$1.287M grant to close the funding gap in the project.
- I have continued to lead and facilitate the Jane's Place Committee weekly meetings.
- Additionally, I secured approval of a letter of intent from the City of Salida to cover any anticipated grant funding that doesn't come through to give DOH more comfort due to a \$240,000 shortfall in FF&E with the project.
- I am working to put an RFP out of a possible new owner's rep to lower costs there.
- I am working with DSI to update the bid and construction schedule start date.
- I worked with Stifle to secure updated financing commitments from High Country Bank and Collegiate Peaks Bank and am now working with the attorneys and HCB towards a closing mid-September.



- I met with Total Concept to discuss the possibility of property management for Jane's Place.

Special Limited Partnership Program:

- I spearheaded the development of CHA's Special Limited Partnership program (SLP Program) initiative as the former Board member and chair of the CHA Development Committee.
- CHA's SLP Program creates a framework, criteria, and process for how CHA will enter into special limited partnerships with public or private entities for the purpose of assisting developers that wish to construct and own affordable rental housing units that meet the needs identified in the most current Chaffee County Housing Needs Assessment.
- My six-month goal was to identify at least one developer and begin negotiations in collaboration with the Development Committee to enter into an SLP that will result in 30 affordable housing, deed-restricted rental units.
- I have exceeded my six-month goal which was to identify at least one developer and begin negotiations in collaboration with the Development Committee to enter into an SLP that will result in 30 affordable housing, deed-restricted rental units.
- We have completed negotiations with Fading West and entered into an SLP for their Carbonate Street development in Buena Vista, a 60-unit deed restricted affordable housing project.
- I continue to meet with other developers and discuss SLP options.

Crossings:

- CHA is in very preliminary talks with a Developer who has offered to provide CHA with a turnkey development of a 36 deed-restricted, affordable apartment complex in Buena Vista.
- I recommended and secured approval from the CHA Board to enter into negotiations with the developer, Paul Andrews, for an LOI. I am meeting with him next week to continue those discussions.
- CHA would own the building and the developer would retain ownership of the land.
- The project would potentially provide an annual cash flow of \$50-100K+ per year to CHA and put an asset of approximately \$6M on CHA's balance sheet to provide financial stability and a base for credibility and future growth.
- The developer would leverage the relationships of a consultant to access state and other funding sources to include grants and subsidized loans for CHA.

Land Banking:

- I have been in talks with two developers about potential land banking applications under Prop 123.
- The idea is that we submit a letter of intent on behalf of the developer.
- If selected to apply for a competitive grant application, then CHA would enter into a contract with the developer to purchase the land, and if selected for the grant, CHA would receive grant funding to purchase the land.
- Then, the developer would build the project on that land.



- Following approval by the CHA Development Committee, I will be recommending to the CHA board on August 17 that they approve two Letters of Intent to be submitted by the CHA on behalf of two different land banking opportunities under Prop 123.
- The first project is Alex Telthorst's Alpine West project which aims to develop up to 24 rental, deed-restricted units in the County adjacent to BV at 80-100% AMI for CHA and six condo units for the Chaffee Housing Trust.
- The second project is The Homestead in BV which aims to develop 50 1, 2, and 3-bedroom units in the 30-80% AMI range.

2. Budget Operations/Finances

Budget:

- We have reduced the CHA budgeted deficit of \$213,000 to balance the budget.
- This has been accomplished through a combination of solutions - a realization that we have been under-invoicing the Health Disparities Grant, the award of a new grant, and the allocation of a portion of relevant staff salary to the Jane's Place budget.
- We are beginning the 2024 budget process.
- I have hired a new bookkeeper who is getting a handle on CHA's finances.

Sustainable Funding Source:

- I have met with the following people to discuss how their communities successfully passed a recent ballot measure and to get ideas for how to spend the money:
 - George Cruther - Town of Vail Housing
 - Jason Dietz - Summit County Housing Authority
 - Alisha Janes - Frasier River Valley
 - Scott Moulton - Estes Park
 - Cindy Christensen - Aspen Housing Authority
- I also met with Amy Triandliflou about a possible PR campaign.
- I met with Magellan and Summit Information Systems who have come highly recommended by George Cruther and Alisha Janes. They do political surveys and strategy.

Structural/Legal Issues:

- We met with County staff in June to discuss some of these challenges - namely, the relationship with CHA staff and the County/Board, long-term funding issues, and bank accounts.
- Beth Helmke, Daniel Thom, CHA's attorney, and I met July 6 to continue the conversation.
- I worked with CHA's attorney to get an email policy, a CORA policy, and CHA employee handbook drafted.
- I am working to get CHA board members their own CHA email addresses.
- CHA's attorneys and I are beginning regular meetings with the County representatives to more fully separate CHA from the County.

Committees



- I continue meeting with, co-planning the meeting agendas, and facilitating committee meetings - including the following standing committees: Executive, Development, Governance, and Finance, and the following ad hoc committees: Strategic Plan Update, Community Guidelines, and Jane's Place.

3. Strategic Plan Update

Stakeholder Listening Tour:

- I set a goal of meeting with 45 key stakeholders in the community in my first 90 days on the job with the purpose of informing the board's strategic plan update.
- Stakeholders include all board members, elected officials, community organization leaders, key business employers, developers, and community members.
- As of July 17, I have met with 42 stakeholders and counting, including 11 CHA board members, 8 elected officials, 5 developers, 5 key business employers, 10 community partners, and 3 community members.
- I am working on writing up a report summarizing the common themes from these meetings prior to the strategic planning conversations.

Strategic Planning:

- I engaged a strategic planning pro bono consultant to lead a workshop on purpose, vision, and mission.
- I have been leading the strategic planning committee that has been meeting weekly since the initial workshop in early July to write an updated purpose, vision, and mission statement and work on priority outcome statements for key areas of focus through the end of 2024.
- To that end, I have met several times with the consultant to make sure we are on the right track with our progress.
- I organized and have gotten the consultant to come back for a two day strategic planning retreat with the board to hopefully finalize the strategic plan August 11-12.
- Hopefully we will be able to adopt the updated plan at the board meeting on the 17th.

4. Advocacy

New ED Meet and Greet:

- I hosted two meet and greets - one at the Boathouse in Salida on June 5th and one at the Deerhammer in BV on July 12th.
- I said a few words about my 5-point operations plan and got to meet several community members at both events.
- The Salida event had a turnout of 30-35 community members and the BV event had a turnout of about 20 community members.

Chaffee Housing Solutions Coalition:

- I helped form this Coalition that is composed of the CHA, Chaffee Housing Trust, Chaffee County Community Foundation, and Chaffee County EDC.
- Together, we have drafted a letter advocating for the maximum number of units possible (up to 400) to be built in the South Ark Neighborhood in Salida.



- I also spoke on behalf of the Coalition at the Salida City Council requesting that they include the Coalition in a future work session on this topic.
- We also participated in a joint radio interview on KHEN on Friday, June 30.
- We are currently developing a mission/vision statement for the coalition so we can continue to engage together on future housing issues.

Municipalities:

- I have committed to providing an update like this to the BOCC and every couple months as well as the Salida City Council work sessions.
- I spoke in support of The Crossing at the BV Board of Trustees meeting where they approved the preliminary plat.

5. Programming

Salida's Inclusionary Housing Deed Restriction Program:

- We hosted a ribbon cutting and open house for the first two units at Holman Court in this program in June. Both units are under contract and will be closing in the next few weeks.
- We have also been working with the City of Salida staff and attorneys to resolve some open issues with the deed restriction.
- The third unit in the program recently hit the market. Becky and I are working with CHA's attorney to design the lottery system for this program.

Listening Sessions

- CHA hosted community listening sessions with renters/tenants, short-term rental owners, and long-term rental property owners/managers in May.
- Each listening session provided an opportunity for stakeholders to share their views and experiences and provide feedback to the CHA on existing programs, resources, and upcoming affordable housing projects in communities across Chaffee County.
- Key Findings:
 - There is a need for more housing and higher density housing where appropriate, including more apartments that are safe, affordable, and accessible for vulnerable populations such as families with children, people with disabilities, and the elderly.
 - A whole system perspective is needed because affordable housing is a complex issue that must be considered in conjunction with the local economy, outside pressures, and different housing needs including the tourism sector.
 - Working towards solutions will require community-wide collaboration, from governments, agencies, employers, non-profit organizations, community groups and local leaders.
 - There is a need to simplify the processes for developing and accessing affordable housing and support the development of smoother pathways towards this goal, both for those seeking housing and those who can provide housing.
 - A copy of the complete report can be found [here](#).

Rental Deposit Guarantee Program



- We have served 30 total clients and received \$40,000 in funding to develop this revolving loan program to provide individuals with rental deposit assistance paid over the course of their lease.
- We currently have 17 active clients with 4 new clients in August so far.
- We have guaranteed \$28,828 with \$16,160.67 being repaid to date.

Open Doors

- This is a joint program with the City of Salida and CHA that provides transitional housing for local workforce and families.
- We are currently housing 4 adult and children clients in 3 RVs.

Continuum of Care

- The CoC is a coalition of local agencies and organizations to provide a single point of entry care system for housing insecure and unhoused individuals for housing resources and support.
- To date, we have served 91 total clients in the CoC, including 54 homeless clients and 37 housing insecure clients with 49% of the clients being referred by CHA.

Homeless Outreach Team:

- As best practice in a CoC and as required by the recently received Bezos Grant, Becky and her new hire will be creating a committee of CoC members to address the creation of a Homeless Outreach Team.
- Homelessness in Chaffee County has changed rapidly in recent years and is affecting both public and private lands and creating new considerations for public and private programs.
- The topic of homelessness is a sensitive one and we are moving with deliberation and care, pulling together facts to support proposals for action.