



## Director of Housing Report for activities in December 2021

### Major Activities

- Chaffee Housing Authority
  - Next Board meeting is January 20, 2022; hybrid in-person and Zoom
  - Open Board positions:
    - Salida Appointed Seat: Salida City Council appointed Councilperson Dominique Naccarato to the Salida Board Seat.
    - At Large Alternate Seat: To fill the At Large Alternate seat, the CHA BOD will revisit applicants who applied for the At Large Alternate seat in 3<sup>rd</sup> quarter of 2021.
  - Additional Staffing:
    - HDCGP Evaluator – Kelly Landau
    - Deputy Director – Mike Bischoff
    - Housing Navigator – interviewing week of January 3<sup>rd</sup>.
    - Social Media Volunteer – identified a volunteer, finalizing a volunteer agreement, will launch January 2022
  - Strategic Plan:
    - The CHA five-year Strategic Plan will be reviewed and potentially adopted during the next CHA BOD meeting, January 20, 2022. A draft of the Strategic Plan is included as Appendix A to this report.
    - A work plan will be adopted yearly, which will outline the CHA's activities for the year ahead.
  - Sustainable Funding:
    - The Executive Committee and the Community Engagement Committee of the CHA have begun to investigate potential funding streams for the Chaffee Housing Authority.
  - Health Disparities Community Grant Program: Starts Jan 1, 2022
    - We Are Chaffee
      - Train facilitator to institutionalize this effort with CMC
      - Dinner and a Movie Event
    - Increase Access through language justice – ie interpretation/evaluation
    - Establish Continuum of Care
    - Increase Access to affordable housing via website – goal to move off social media onto publicly managed site
- Jane's Place
  - An RFP for an Owners Representative should be published early January 2022.
  - And RFP for a Construction Contractor should be published early January 2022.
  - CHFA SHIP (Small Scale Housing Innovative Projects)
    - This technical assistance grant has concluded.
  - Working to establish master lease with coffee bar operator.
  - Re-establishing the Capital Campaign Committee
    - Focus on FFE, outdoor spaces, and community programming.

- Planning Collaborative:
  - Comprehensive planning/infrastructure conversations
    - Buena Vista – Town owned land
    - South end of the valley – County owned land near the Chaffee County Fairgrounds
      - Community engagement and partnerships are essential.
  - GIS Colorado will be in Salida January 27<sup>th</sup> and 28th for their annual meeting, and will be providing a day of training for the Chaffee County Planning Collaborative.
- Salida Housing Development Corporation
  - Not applying for 2022 9% LITC with Cardinal Capital Management.
  - Terminating contract with Cardinal Capital Management.
- Rental Deposit Guarantee Program:
  - Program available in both English and Spanish.
  - Use is decreasing; tenants claim lack of available rental stock.
- Deed Restrictions
  - Many projects coming to fruition in Salida and Buena Vista will have Deed Restricted housing units included.
  - CHA will be adopting Community Guidelines for these Deed Restrictions 1<sup>st</sup> Quarter of 2022.
- Open Doors
  - This City of Salida pilot program will offer financial incentive to short term rental owners who agree to master lease their housing unit to the CHA. The CHA will then sub-lease the housing unit to employees of Chaffee County employers.
  - The City of Salida Planning Commission will hear about the pilot program from Community Development Director Bill Almquist on January 11, 2022

## Community Partnerships

- METAB – Board Member participation
- Colorado Mountain Housing Coalition:
  - Annual Meeting at Mount Princeton April 2022
- Lieutenant Governor Dianne Primavera’s Roundtable, Housing/Behavioral Health
- Habitat for Humanity
  - Discussion about how to secure more land for the Habitat for Humanity model, resulting in agreement to collaborate with regard to publicly owned land.
- Buena Vista Business Owners
  - Met with roughly 20-30 business owners at the Deerhammer warehouse to update them on CHA activities. Thanks to Amy Eckstien for hosting.
- Bringing Everyone Together through the Crisis of Housing (BETCH)
  - This Salida-based, grassroots non-profit was formed by a group of employees struggling with housing.
  - Presently, they are raising money to help subsidize rents.
  - Advising on selection criteria, encouraging to collaborate with an organization who already pays rent.

# CHAFFEE HOUSING AUTHORITY Strategic Plan

## CHA Mission

Facilitating Chaffee County residents' access to safe, sustainable, inclusive, and affordable housing through data-driven policy, housing programs, funding, raising awareness, and building housing units.

## CHA Vision

Chaffee County Housing Authority envisions a community with housing opportunities that are affordable for all residents. We envision a workforce that is able to live locally and fully participate in our community, contributing to a strong and resilient economy.

## CHA Values

### **Leadership**

We provide direction and guidance while motivating and inspiring others to move forward in pursuit of our vision.

### **Integrity**

We build trust by acting with the highest ethical standards through consistency, honesty, transparency, accountability, quality, efficiency, and respect. We strive to operate such that outside parties can quickly and easily see and understand how and why decisions are made.

### **Stewardship**

We strive to support future generations realize healthier and more economically viable lives by positively impacting and collaborating with community members, the Earth, natural resources, political jurisdictions, economy, and time. We will create and maintain housing to high standards, inclusive of healthy indoor air quality, dignity in design, and integration of natural materials and systems for physical, mental, and spiritual health.

### **Community**

We value what is best for the community as a whole, rather than what benefits only an individual or group of individuals. Our decisions are driven by what best serves and represents the needs of the local community and workforce now and in the future.

### **Equity**

Our initiatives will be open to the community and will aim to reduce disparities in historically disempowered groups. Our policies and practices will be inclusive and equitable, and uphold a culture where all voices can be heard and viewpoints discussed without repercussion. We will ensure that services, programs, and housing opportunities are available equally to all eligible applicants/recipients regardless of race, sexual orientation, class, under-privileged, social, marital status, religious, age, and health status or identification.

### **Partnerships**

Partnerships are essential to our success. We contract with and assist local municipalities and the county government to administer their inclusionary housing, deed restrictions, short term rental licensing, and other housing-related policies and programs and collaborate with non-profit housing agencies and funders to implement our vision.

## CHA Focus Areas

### **Policy, Advocacy and Education**

We will be the voice of community housing needs, giving voice and representing those in the community who are struggling with housing. Our advocacy seeks to bring together our values, evidence-based practices, and the perspectives of people who have lived with housing insecurity to ensure informed decisions are made in all aspects of the affordable housing environment. Our initiatives will include convening regional collaborators, storytelling and engagement, participating in local, state, and federal efforts to bring resources to the community; researching, drafting, and advocating for policies at the municipal, county, and state level that address regional housing challenges. Providing education and resources to the community on housing topics and issues.

### **Development**

We will catalyze new housing development by working to increase inventory, secure land, garner appropriate and creative financing, convene local, regional, and state-wide partners, and participate in land use and planning efforts, and take the lead in attainable housing development efforts.

### **Local Housing Stability Programming**

We will support local residents to remain in or gain housing through initiatives such as deposit guarantees, rent assistance, financial counseling, and other direct forms of financial, technical, or home improvement assistance.

### **Housing Authority Operations**

We will invest in the staffing, systems, partnerships, and professional networks to ensure a thriving organization rooted in best practices and data; identify and execute appropriate funding strategies to ensure a financially resilient organization that can address our evolving housing challenges into the future.

## Acknowledgements

### **CHA Board of Directors**

Craig Nielson, Board Chair, Chaffee County  
Joseph Teipel, Board Vice Chair, Town of Buena Vista  
Janie Hayes, Board Secretary, Chaffee County  
Micha Rosenoer, Town of Buena Vista  
Justin Veltri, Chaffee County  
Jane Templeton, City of Salida  
Eileen Rogers, City of Salida  
Emily Marquis, At Large  
Monica Haskell, At Large  
Phillip Puckett, Town of Buena Vista Alternate  
Bob Christiansen, Chaffee County Alternate  
Drew Nelson, City of Salida Alternate

### **CHA Staff and Consultants:**

Becky Gray, Director of Housing  
Willa Williford, Williford Consulting

## **Purpose**

The purpose of the CHA Strategic Plan is to provide a five-year framework to focus the CHA's efforts as we fulfill the CHA's mission and vision while upholding our agreed upon values.

Each of the goals listed below are intended to serve as a guide for the CHA Board of Directors and Staff as they evaluate work plans for the organization.

## **Goal 1: Policy, Advocacy, and Education**

The Chaffee Housing Authority will represent the housing needs of Chaffee County residents, namely low-income households, moderate-income households, and people employed by Chaffee County employers in policy and strategy discussions at the federal, state, and local levels. CHA will work to build coalitions around equity and justice as they relate to housing.

### **2022 Strategies:**

- 1 – Operate the Health Disparities Community Grant Program, through the Colorado Department of Public and Environmental Health's Office of Health Equity, with the utmost fidelity.
- 2 – Establish and maintain local advocacy efforts and coalition building.
- 3 – Engage in state-level advocacy by maintaining excellent relationships with elected officials and staff at the Colorado Housing Finance Authority and DOLA's Division of Housing.
- 4 – Be prepared to engage in advocacy at the Federal level, should the opportunity arise.

## **Goal 2: Organizational Operations**

The Chaffee Housing Authority will strive to operate the organization with the utmost professionalism, financial responsibility, and transparency.

### **2022 Strategies:**

- 1 – Establish Adequate Staffing Ratios.
- 2 – Establish and maintain Record Management Systems
- 3 – Establish a sustainable funding source for CHA operations.
- 4 – Establish equitable Policies and Procedures.
- 5 – Use data to inform organizational decisions.
- 6 – Establish the Board of Directors annual activities.

## **Goal 3: Affordable Housing Development**

The Chaffee Housing Authority will strive to construct or contribute to the construction of permanently affordable housing units in Chaffee County.

### **2022 Strategies:**

- 1 – Establish relationships with Low Income Tax Credit developers.
- 2 – Establish relationships with private developers.
- 3 – Construct and Operate Jane's Place, a 17-unit rental project.
- 4 – Maintain participation on the Salida Housing Development Corporation's Board of Directors.
- 5 – Support the Town of Buena Vista as they develop Town-owned land.

## Goal 4: Housing Stability Programming

The Chaffee Housing Authority will strive to operate, recruit, and create programs that will provide housing stability to Chaffee County residents.

### 2022 Strategies:

- 1 – Develop a county-wide Continuum of Care, and participate with the regional and state Continuum of Care.
- 2 – Operate the CHA Rental Deposit Guarantee Program.
- 3 – Oversee the fidelity of deed restricted housing units.
- 4 – Operate Open Doors (City of Salida Specific Program).

## CHA Work Committees

### Community Engagement Committee

- Janie Hayes
- Emily Marquis
- Monica Haskell
- Jane Templeton

### Development Review Committee

- Craig Nielson
- Eileen Rogers
- Joseph Teipel
- Justin Veltri

### Executive Committee

- Craig Nielson
- Janie Hayes
- Joseph Teipel

### Governance Committee

- Jane Templeton
- Joseph Teipel
- Becca Williams

### Health Disparities Community Grant Program Team

- Andrea Carlstrom, Chaffee County Public Health
- Lisa Martin, Chaffee County Public Health, We Are Chaffee
- Mike Orrill, Chaffee County Public Health
- Becky Gray, Chaffee Housing Authority
- Kelly Landau, Chaffee Housing Authority
- Heather Gorby (Insert Heather's business name here)