



# YAMPA VALLEY HOUSING AUTHORITY

## Strategic Plan

### YVHA Mission Statement

*The YVHA supports the local economy, community and businesses of the Yampa Valley by implementing appropriate housing solutions for local workers, other qualified residents, and their families.*

November 12, 2015

## **Acknowledgements**

### **YVHA Board of Directors**

Kathi Meyer, President  
Doug Monger, Vice-President, Routt County Board of Commissioners  
Catherine Carson, Secretary-Treasurer  
Scott Myller, Steamboat Springs City Council  
Roger Ashton  
Dillon Fulcher  
Cole Hewitt  
Craig Malchow  
John Spezia  
John St. Pierre  
Trish Sullivan

### **YVHA Staff:**

Jason K. Peasley, AICP, Executive Director

### **Routt County Board of Commissioners**

Tim Corrigan, District I  
Doug Monger, District II  
Cari Hermacinski, District III

### **Steamboat Springs City Council**

Bart Kounovsky, President, District II  
Scott Myller, President Pro-Tem, District I  
Tony Connell, District I  
Scott Ford, District II  
Kenny Reisman, At Large  
Walter Magill, District III  
Sonja Macys, District III

## **YVHA Vision**

The vision for the Yampa Valley Housing Authority is a guide for the long term direction of the organization. It outlines the aspirations for the organization in the next five years. YVHA vision:

*YVHA will be an organization that maintains strong communities, has healthy financials, provides housing education, and is the affordable housing leader in the Steamboat Springs area. YVHA will advocate for affordable housing to be a top priority for the community and will partner with the City, County, developers and other organizations to provide the resources necessary to bring new affordable housing to market.*

## **YVHA Strategic Plan**

The objective of the YVHA Strategic Plan is to outline the big picture goals that will lead to the fulfillment of YVHA's mission and vision. Each of the goals listed below serve as a guide for the future tasks undertaken by the YVHA Board, Executive Director and Staff.

1. **Invest in our existing affordable housing communities** – YVHA will maintain and invest in our existing affordable housing communities to ensure their long term success as safe affordable housing options for the community.
2. **Expand educational programs** – YVHA will provide educational services to aid the community with their housing related needs.
3. **Expand marketing and online offerings** – YVHA will develop a comprehensive marketing plan to expand awareness of our service to the community.
4. **Build partnerships with City, County, developers, other organizations and housing professionals** - YVHA will develop partnerships that will bring new housing units to the market that will meet the community's needs and will provide revenue generating assets for the organization.

<i>Strategic Goals</i>	<i>Person(s) responsible</i>	<i>Due Date</i>
<b>Goal 1: Invest in our existing affordable housing communities</b>		
Hillside Village Apartments: Create and execute capital improvements plan	<b>HSV Committee, JP, SG, KT</b>	<b>9/18/15</b>
Hillside Village Apartments : Create and execute tenant management plan	<b>HSV Committee, JP, SG, KT</b>	<b>1/1/16</b>
Fish Creek Mobile Home Park: Create and execute tenant management plan	<b>FC Committee, JP, KT</b>	<b>03/31/16</b>
Fish Creek Mobile Home Park: Create and execute capital improvements plan	<b>FC Committee, JP, KT</b>	<b>03/31/16</b>
Elk River LIHTC: Finalize project design and pro-forma	<b>JP, OPG</b>	<b>10/31/15</b>
Elk River LIHTC: Develop and execute partnership documents	<b>YVHA Board, JP, WVSC</b>	<b>12/31/15</b>
Elk River LIHTC: Secure final zoning entitlements	<b>JP, OPG, Landmark</b>	<b>12/31/15</b>
Elk River LIHTC: Finalize construction documents	<b>JP, OPG, JGG</b>	<b>12/31/15</b>
Elk River LIHTC: Obtain building permits	<b>OPG, JGG</b>	<b>03/31/16</b>
Elk River LIHTC: Develop and execute project monitoring program	<b>OPG, JP, JGG, Landmark, McPherson</b>	<b>04/1/16 –</b>
<b>Goal 2: Expand educational programs</b>		
Evaluate housing education needs	<b>Education Committee, JP</b>	<b>3/31/16</b>
Develop educational programs to meet needs	<b>Education Committee, JP</b>	<b>3/31/16</b>
Evaluate DPAL program in competition with other loan products	<b>CH, KM, JP</b>	<b>11/30/15</b>
<b>Goal 3: Expand marketing and online offerings</b>		
Update website	<b>RA, JP, Consultant</b>	<b>12/31/15</b>
Develop and implement PR campaign	<b>Marketing Committee</b>	<b>03/31/16</b>
Develop marketing plan for brand, properties, services	<b>Marketing Committee</b>	<b>03/31/16</b>
Elevate housing to top priority within the community	<b>Marketing Committee</b>	<b>03/31/16</b>

<b>Goal 4: Build partnerships with City, County, developers, other organizations and housing professionals</b>		
Build on partnership with City and County to elevate housing to top priority and to develop housing goals	<b>YVHA Board, JP</b>	<b>Ongoing</b>
Develop partnerships with housing developers to facilitate the construction of new affordable housing supply	<b>YVHA Board, JP</b>	<b>Ongoing</b>
Develop partnerships with other organizations to offer useful educational programs to meet the community's housing education needs	<b>YVHA Board, JP</b>	<b>Ongoing</b>
Leverage community resources to create new revenue generating housing developments	<b>YVHA Board, JP</b>	<b>Ongoing</b>
Evaluate staffing needs based on organizational demands and future growth	<b>Finance Committee, JP</b>	<b>ongoing</b>
Develop cross training program to reduce cost of staff turnover	<b>JP, KT, SG, SJ</b>	<b>12/31/15</b>