



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.

February 20, 2019

Acknowledgements

YVHA Board of Directors

Roger Ashton, Board President

Sheila Henderson, Board Vice President

Cole Hewitt, Board Secretary-Treasurer

Kathi Meyer, Steamboat Springs City Council

Tim Corrigan, Routt County Board of Commissioners

Dick Banks

Mike Beyer

Lucas Carrier

Catherine Carson

Rachel Van Eck

Mark Scully

Chris Slota

Trish Sullivan

YVHA Staff:

Jason K. Peasley, AICP, Executive Director

Alyssa Cartmill, Executive Assistant

Sandy Jacobs, Finance Director

Kate Totos, Property Manager

Kent Hornor, Maintenance Manager

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. Development Team

YVHA will focus its efforts on creating public-private partnerships that will preserve or construct new housing units for Seasonal, Low Income and Entry Level Households.

Short Term Goal: Have 1-3 projects in the pre-development phases that are tracking towards preserving or construction new units

Long Term Goal: 350 Beds Seasonal, 350 Units Low Income, 150 Units Entry Level by 2030

2019 Strategic Objectives:

- More project in the pipeline
- Update development evaluation criteria
- Expand development partner base
- Pursue other gap funding sources

2. Property Management Team

YVHA will focus on maintain and improving our neighborhoods and creating safe and vibrant communities.

Short Term Goal: Invest in our existing assets to improve the quality of living for our residents and create a management framework to build a leading edge management company that fits our needs.

Long Term Goal: Invest in our staff to create an industry leading Property Management Company with detailed policies that support our management framework.

2019 Strategic Objectives:

- Complete capital plans
- Identify and implement new property management software
- Hire new regional property manager position
- Build property management resume to satisfy investors

3. Outreach Team

YVHA will focus on delivering up to date information to the community regarding our strategic direction, development progress, finances and other public information.

Short Term Goal: Increase outreach efforts to communicate to the community our achievements, financials, meetings and other public information

Long Term Goal: Establish a professional outreach program that informs and engages our clients and the community.

2019 Strategic Objectives:

- Expand and improve outreach in support of the mission
- Update and expand annual report
- Support work teams by delivering information to the public
- Conduct homebuyer education classes

4. Policy Team

YVHA will focus on removing the barriers to the production of housing in Routt County by participating in City and County policy making processes. YVHA will also review and implement new policies necessary to maintain and optimize the organization.

Short Term Goal: Establish policy priorities and participate in Local/State/National housing policy sessions to advance our priorities. Review and prioritize internal policies.

Long Term Goal: Establish the organization as a leader in policy at the State and Local level

2019 Strategic Objectives:

- Establish policy positions on local/state/national legislation
- Update internal policies as needed
- Review and update Bylaws

5. Executive Team

YVHA will focus on building the capacity of the organization to scale up for new property management responsibilities on the horizon and build the skills of the staff and Board to meet our growing organizational needs

Short Term Goal: Identify staffing and capacity needs to scale up to meet new property management responsibilities.

Long Term Goal: Establish YVHA and an industry leader in the areas of real estate development and property management.

2019 Strategic Objectives:

- Oversee and hold accountable each work team
- Board Meeting agenda oversight and approval

6. Financial Team

YVHA will focus on providing accurate and transparent financial information regarding the organization's operations and development projects

Short Term Goal: Ensure accurate financial reporting and provide transparent and accessible financial information to the public.

Long Term Goal: Ensure accurate financial reporting and provide transparent and accessible financial information to the public.

2019 Strategic Objectives:

- Timely financials
- Review Down Payment Assistance guidelines
- Assist with development analysis
- Review and implement new financial software

YVHA Work Teams

- Executive Team:
 - Roger Ashton (Lead)
 - Sheila Henderson
 - Cole Hewitt
 - Mike Beyer
 - Catherine Carson
 - City Council – Kathi Meyer
 - County Commissioners – Tim Corrigan
- Finance Team:
 - Cole Hewitt (Lead)
 - Chris Slota
 - Catherine Carson
- Development Team:
 - Sheila Henderson (Co-lead)
 - Kathi Meyer (Co-lead)
 - Mark Scully
 - Lucas Carrier
 - Dick Banks
- Existing Assets Team:
 - Mike Beyer (Lead)
 - Rachel Van Eck
 - Dick Banks
- Policy Team:
 - Catherine Carson (Lead)
 - Tim Corrigan
 - Trish Sullivan