

**YAMPA VALLEY HOUSING AUTHORITY BOARD MEETING  
FEBRUARY 2, 2022**

**STRATEGIC PLANNING**

Cole Hewitt, Yampa Valley Housing Authority Board President, called virtual meeting of the Yampa Valley Housing Authority to order at 9:00 a.m.

Board members participating included: Catherine Carson, Cole Hewitt, Alison Brodie, Roger Ashton, Mike Beyer, Tim Corrigan, Michael Ann Marchand, Heather Sloop, Leah Wood, Luke Carrier, Kathi Meyer, Rob Roetzel, Chris Slota and Reid Petersen.

Others present included: Jason Peasley, YVHA Executive Director; Alyssa Cartmill, YVHA Regional Property Manager; Emily Katzman, YVHA Office Manager; Sandy Jacobs, YVHA Accounting Manager; Sheila Henderson, Brown Ranch. Sarah Katherman prepared the minutes.

**EN RE: PUBLIC COMMENT**

There was no public comment.

**EN RE: BOARD COMMENT**

Heather commended staff on the Brown Ranch Community Kick-Off event on January 27, 2022.

**EN RE: STRATEGIC PLANNING**

Jason reviewed the current ongoing projects and scope of work for the organization. He noted that a year ago property management was presented as the road to achieving self-sustainability with steady planned growth. Now, with Brown Ranch and Mid-Valley projects, there will be a need for more than a single stream of revenue to support the organization and the staffing requirements. He added that the expectations for the organization are much greater than they were just a year ago. Jason reviewed the strategic objectives set for 2021 for each working team. He noted that while many of the objectives remain in place, the stakes are much higher, and the issues are more complex.

The strategic goals for each team discussed at recent meetings were presented. Jason suggested that it may be appropriate to alter the structure of the working teams to accommodate all the issues at Brown Ranch. In response to a question from Jason, Board members suggested new strategic objectives for 2022. These suggestions included: rental assistance in the form of loans to cover first, last and security deposits, expanding the Housing Choice (Section 8) voucher program, micro-loans for mobile home improvements and purchases, advocating for a tax on short-term rentals to benefit affordable housing, developing and promoting incentives for property owners to rent long-term to locals, plan for re-capitalizing and re-syndicating existing properties, considering a ballot initiative to provide operational support, creating a new working team exclusively for Brown Ranch, and engaging in community outreach and education.

Tim stated that it would be important for YVHA to remain within its core mission and noted that other entities and organizations were working on topics such as transit, short-term rentals, housing in outlying areas, etc. Heather agreed. She suggested that YVHA should be talking with its partners, planning early, and thinking regionally. Jason said that prioritizing the goals will mean choosing what NOT to do. Roger suggested that YVHA should consider developing longer-term plans in addition to the annual plan, designating certain goals for three years out and five years out. Michael Ann stated her support for partnering with other groups, participating in the conversation, but not taking the lead on all issues.

Jason emphasized the need to prioritize and to consider the capacity of the staff as well as the board. Sheila stated that the magnitude of the Brown Ranch project could not be overestimated. Cole noted that the YVHA Board needs to prepare for how to proceed with implementation when the Comprehensive Development Plan (CDP) for Brown Ranch is delivered. Jason agreed. He reviewed the timeline for Brown Ranch and stated that much of the information collected through the working groups will be fed to Steering Committee and consultants, but when the CDP is submitted, it will require YVHA Board buy-in and action. He stated that the CDP will lay out the what for Brown Ranch but it will be up to the YVHA Board to figure out the how. This will include deciding if YVHA will act as master developer, figuring out how to fund the infrastructure, engaging various partners, etc. Following a discussion, it was decided that the tasks associated with Brown Ranch should be developed within each team, in order to keep everyone actively involved, rather than assigning those tasks to a team specific to the Brown Ranch. Jason added that while the Brown Ranch is a large and important project, all the other work of YVHA is also important and must not fall by the wayside. Using the Development Team as an example, Jason and the Board reviewed and discussed the strategic objectives and refined the list for 2022. The same was done for the Finance Team. Jason said he would work on the Policy Team and Property Management Team objectives.

Jason introduced the idea of establishing an Executive Team to oversee and integrate the work of the other teams and take on some of the organizational issues such as governance and succession planning. This group would also facilitate the implementation of the strategic plan. The team will be comprised of the past president, the current president, and the current vice-president (future president). The Executive Team will then pull in others to address specific topics and tasks as needed.

The current Team leaders all agreed to remain in their positions: Finance – Chris; Property Management – Mike; Policy – Catherine; Development – Roger. The Executive Team will discuss team assignments, which can then be re-balanced as necessary. There was discussion of community outreach and public relations, and whether this merits a dedicated team. The paper will continue to publish a quarterly article. Jason said that when the organization has the capacity to do so, he would like a staff member to manage public outreach and engagement. Michael Ann will manage the newspaper column until that time.

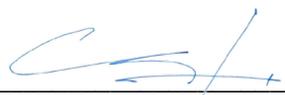
### Staffing

Jason presented a graphic organizational chart illustrating the proposed staffing plan for the next two years. He said that the search is underway for an Assistant Regional Property Manager and an Executive Assistant for Jason. He proposed that Emily would transition away from office management and into the role of Project Manager/Grants Writer. Also in 2022, an on-site manager and a maintenance person would be needed for Sunlight Crossing. The total of these positions amounts to an additional investment of \$100,000 in staffing in 2022. Jason said that as grant funding for infrastructure and other elements of Brown Ranch grow in complexity, a grants administrator and accounting technician will be needed. Cole said that a recent \$125,000 contribution from Deerpark Road would cover the staffing cost increase in the short-term, but that a diversified revenue stream will be needed for the long term. The Board directed staff to work on the job descriptions and pay scales for the proposed positions. These will be reviewed by the Executive and Finance Teams prior to a supplemental budget request being presented to the Board. Catherine suggested that the City and County might be approached for bridge funding for operational needs of the organization.

The regular meeting of the YVHA Board of Directors was adjourned at 11:00 a.m.

No further business coming before the Board, same adjourned sine die.

  
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Sarah Katherman, Minute Taker

  
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Cole Hewitt, President