



**Blaine County Housing Authority Board of Commissioners
Strategic Planning Session
Friday, May 6, 2022, 11:00 am
Blaine County Commissioners Main Meeting Room**

To attend this meeting, please see the address below:

In Person:

Main Meeting Room
Old County Courthouse
206 1st Avenue South
Hailey, Idaho

- 1. Call to Order (11:00 am)**
- 2. Roll Call**
- 3. New Business.**
 - a. **DISCUSSION:** BCHA Strategic Planning Session.
 - i. Where is BCHA today? What's working, what's not?
 - ii. Where are the gaps in the County today as far as services, coordination, etc.
 - iii. What is the best way to address these gaps and is there a role for BCHA either today or as an updated, rebranded entity to take this on?
 - iv. What would this look like?
- 4. Upcoming BCHA Calendar.**
 - a. May 18, 2022, BCHA Monthly Meeting, Hailey City Hall
 - b. June 15, 2022, BCHA Monthly Meeting, site TBD
- 5. Adjournment.**



Pre-Reading Packet

In support of the Board Workshop on Strategic Direction
May 5 & 6, 2022, 11:00am - 1:30pm

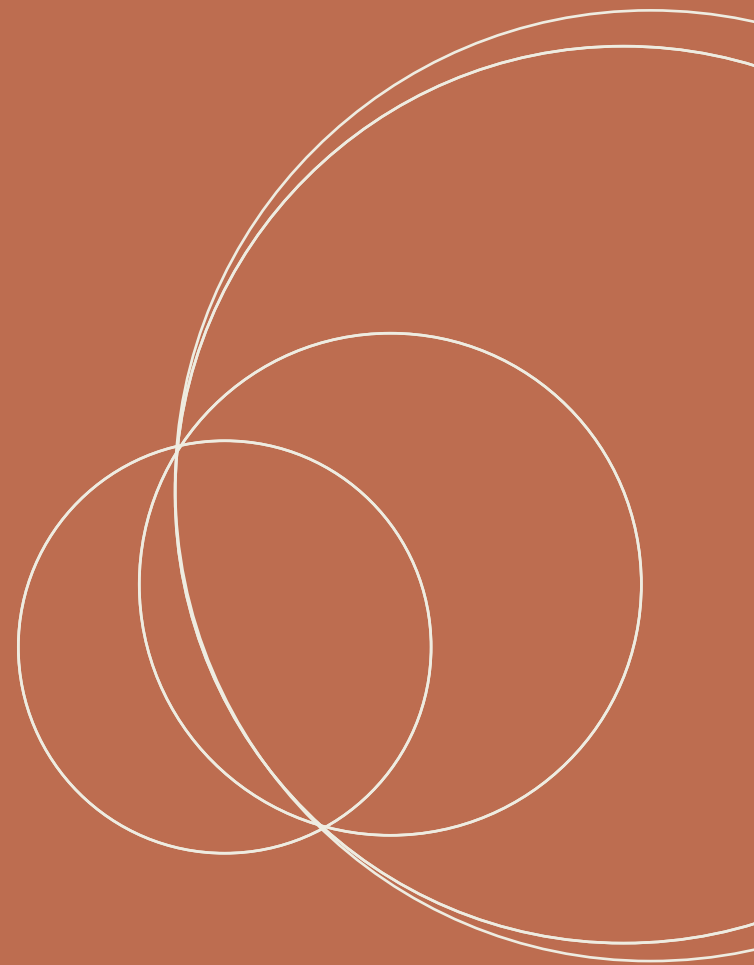
Facilitator: Seana Doherty, Senior Manager, Agnew::Beck Consulting

Board Packet Materials

1. Agendas: Day 1 + 2
2. Overview of Strategic Planning Process
3. BCHA Today
4. Summary of feedback from interviews
5. Snapshot of regional housing needs data
6. Roles + Gaps
7. Summary of research of other housing authorities
8. Homework Questions



I. Workshop Agendas



Day 1 (May 5) Agenda

11:00-11:15 Welcome, Opening Remarks (Sarah , Board Chair)

11:15-12:30 **Taking Stock of Where BCHA is Today**

- 1) Board Packet (Pre-reading)
 - Discussion/Standouts
- 2) Opportunities
 - Presentation: Ketchum Housing Action Plan
- 3) Challenges
- 4) Life cycle of an organization exercise
- 5) What does this mean for BCHA's future?

Working Lunch

12:30-1:30 **Strategic Decision Conversation**

Based on where BCHA is today and where the needs are in the region, what direction does the Board want to go in?



Day 2 (May 6) Agenda

11:00-11:15 Welcome Back! Review progress from D

11:15-12:15 **Create a Road Map Based on Day 1**

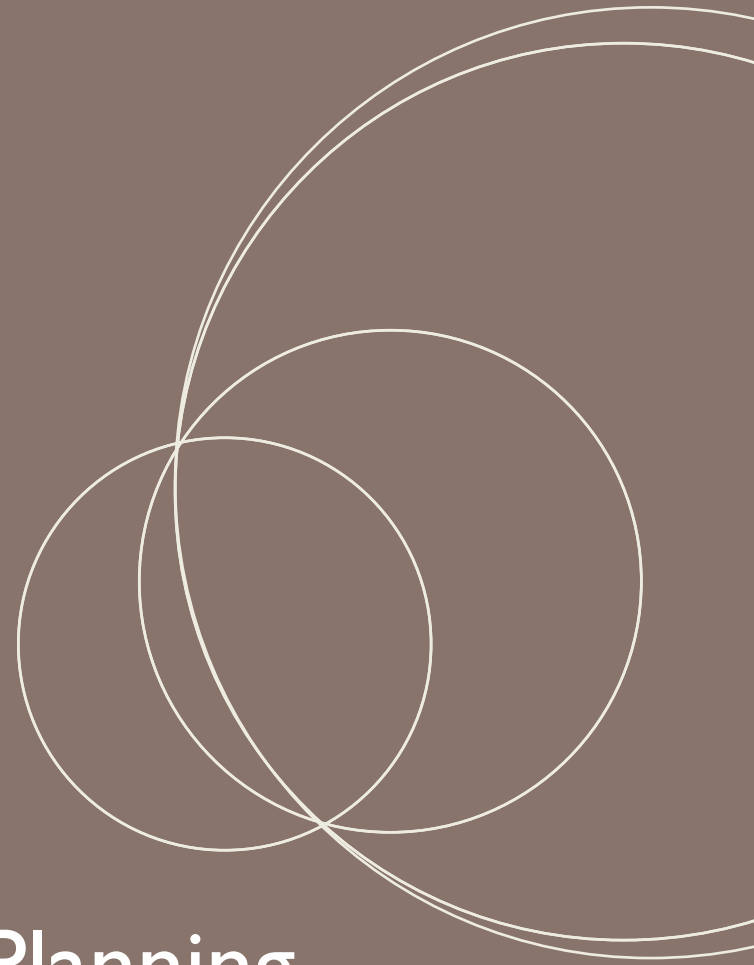
Review/update:

- 1) Mission/Clarify Our Role + Purpose
- 2) Define Core Areas of Work
- 3) Define goals and strategies per Work Area

Working Lunch

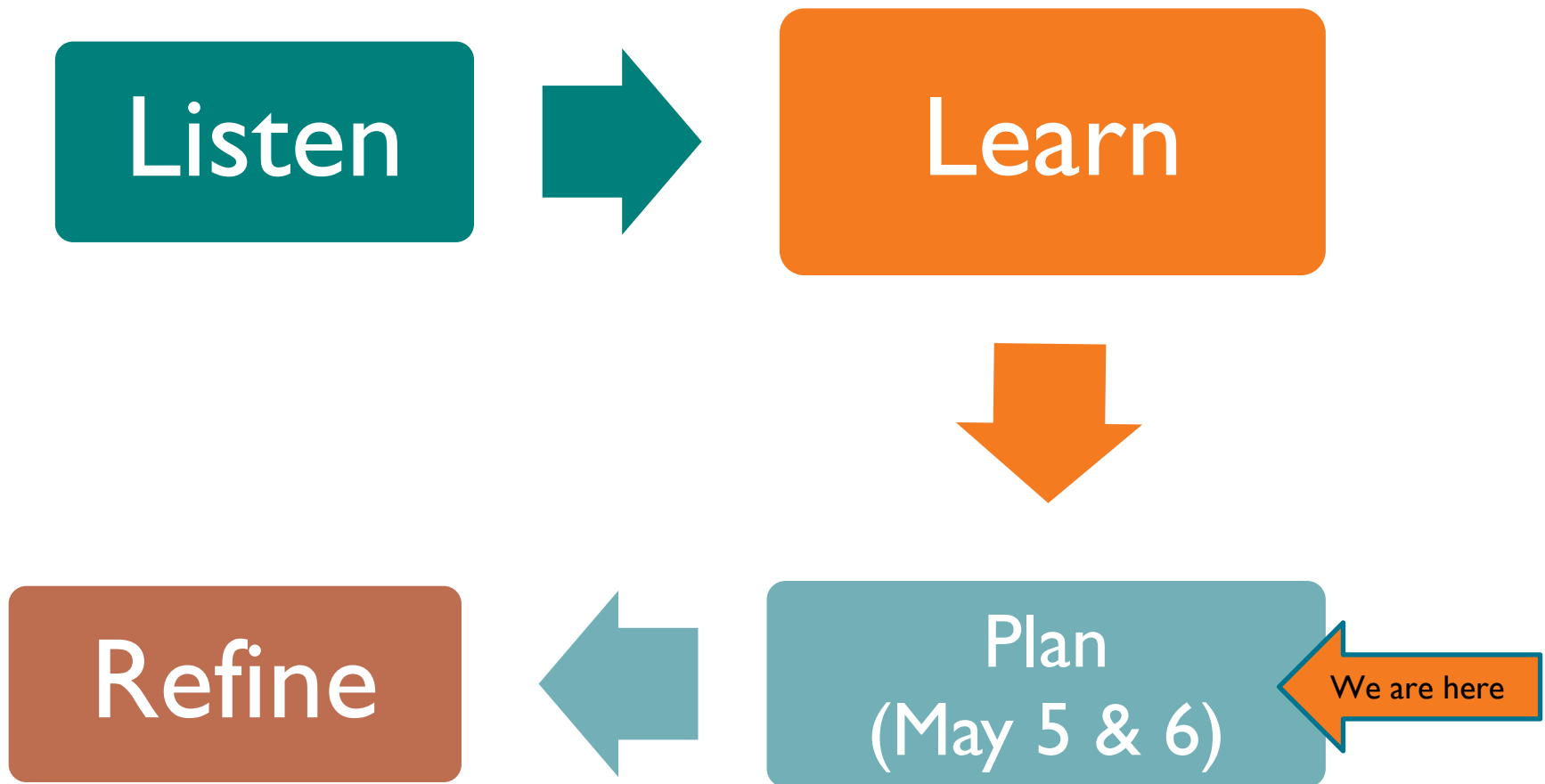
1:15-1:30 **Close/Feedback/Next Steps**





2. Overview of Strategic Planning Process

BCHA Strategic Plan Process



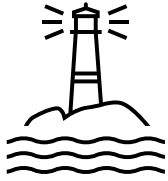
Listen

- ARCH
- Charitable Fund
- City of Ketchum
- City of Hailey
- City of Bellevue
- City of Sun Valley
- Blaine County
- BCHA Staff/Board

Learn

- Audit of old strategic plan (2-11-2016)
- Gap analysis of different organizations doing housing/ services in Blaine County
- Org audit (data, financials, org chart, history, governing docs)
- Other housing authorities
- Other regional housing efforts
- County housing policy

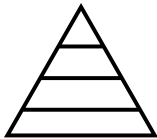
Strategic Plan Components



Vision: Where you imagine the agency being in 5-10 years as a result of your efforts. The horizon line out there in the distance that your plan (goals/strategies/tactics point towards)



Mission: The “how” of your work to move towards your vision. The engine that drives you toward that horizon line.



Framework: The structure you put in place to hold your goals/strategies/tactics that build toward vision + mission.



Steps/Goals/Tactics: The specific and actionable steps you put in place, within your framework to serve the mission and move towards the vision

Values

Articulates what we stand for.
Helps inform decision making.



3. Blaine County Housing Authority TODAY

BCHA Core Values

- ✓ **Accountability:** Taking responsibility for our decisions and policies to ensure the public's trust.
- ✓ **Integrity:** Acting with honesty, consistency and transparency.
- ✓ **Commitment:** Putting people first as we work steadfastly toward our mission.
- ✓ **Service:** Focusing on the customers' needs and delivering quality programs.
- ✓ **Partnerships:** Sharing common goals and collaborating to meet community needs.
- ✓ **Innovation:** Seeking new and creative policies and programs that make positive change in the lives of individuals and families.

Today

Vision

The vision of Blaine County Housing Authority is that all people of low to moderate income will live in safe, attractive and affordable housing in the community of their choice within BC. For our org this means expanding services, improving access to housing options, and encouraging economic stability for all. We will work in partnership and collaboration with other agencies, organizations, and entities to plan for the sustainable vitality of our community and will respond to affordable housing needs by providing timely and efficient service.

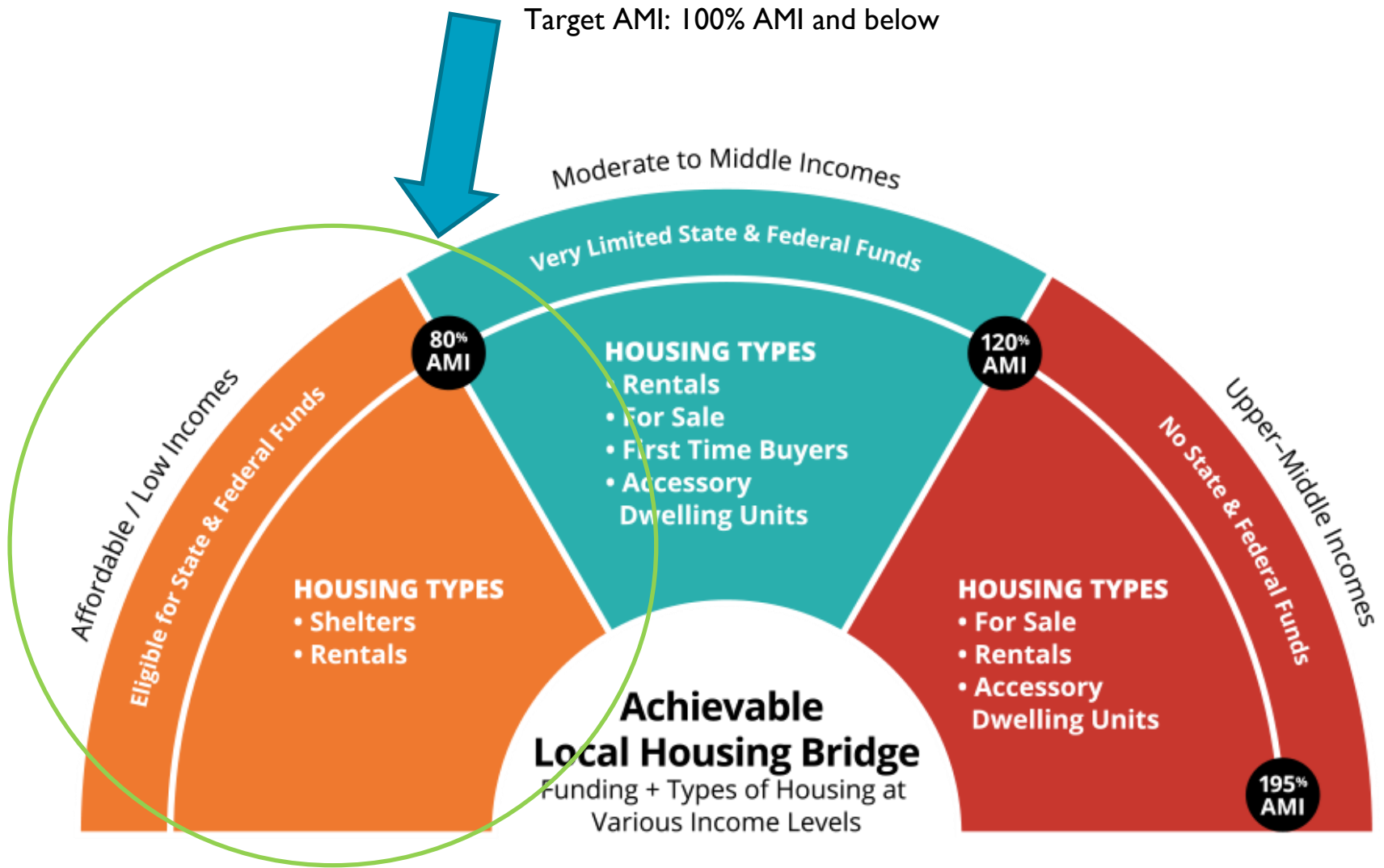
Mission

The Blaine County Housing Authority's mission is to advocate, promote, plan and preserve the long-term supply of desirable and affordable housing choices in all areas of Blaine County in order to maintain an economically diverse, vibrant, and sustainable community.

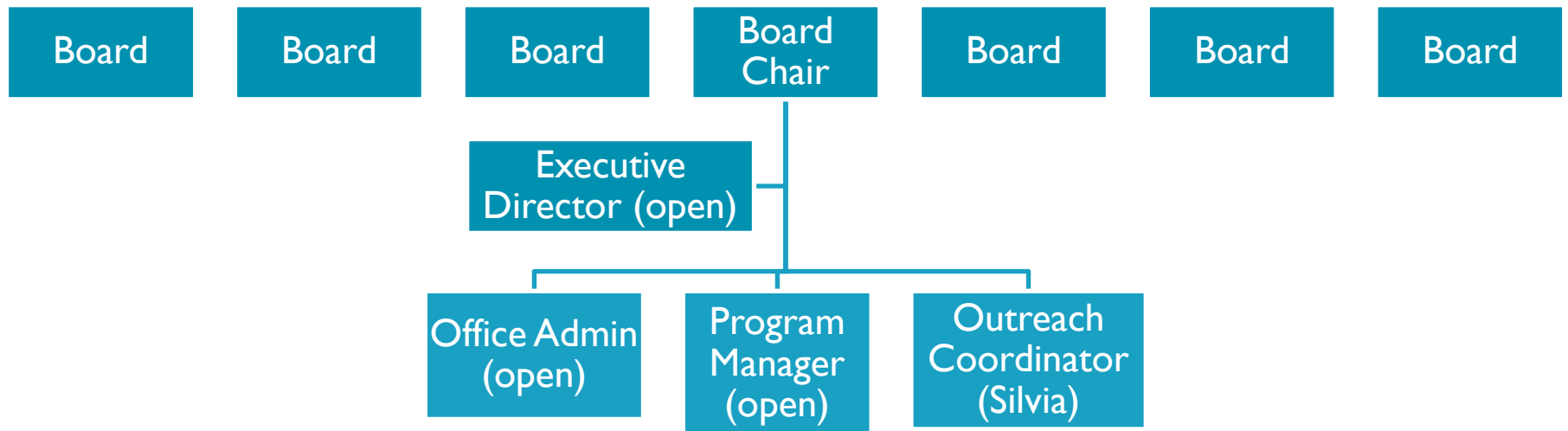
What we do today—our value + services

- ✓ Steward \$18M of community investment in housing in Blaine County by:
 - Managing a portfolio of deed-restricted units
 - 85 ownership/ 24 rental
 - Location of units per city (Hailey—17, Ketchum—60, Sun Valley—8)
 - Manage the list for these units
- ✓ Advocate for more housing: (projects and pro-housing policies, funding)
- ✓ Link People to Housing + Resources: developer requests, housing needs, etc.
- ✓ Partner on development/acquisition opportunities: land transfers, donations, etc.

Where We Serve



Current Org Structure





What Board, staff and partners are saying about BCHA

4. Interview Summary

Listen

- ARCH
- Blaine County Charitable Fund
- City of Ketchum
- City of Hailey
- City of Bellevue
- City of Sun Valley
- Blaine County
- BCHA Staff/Board

Learn

- Audit of old strategic plan (2-11-2016)
- Mapping/Gaps Work
- Org audit (data, financials, org chart, history, governing docs)
- Other housing authorities
- Other regional housing efforts
- County housing policy

What we heard

Strengths

- Regional mission
- Portfolio of existing deed restricted units
- History of wins
- The model provides tools — helpful tool for housing transactions, transfer fee
- Board composition
- Help people navigate applying to housing
- Sarah

What we heard

Weaknesses

- Operations (staffing)
- No Executive Director to lead organization
- Funding — not enough, fight every year
- Capacity to respond to needs
- Reputation
- Results
- Lack of awareness of role/purpose/benefits
- Waitlist/data management
- Communications/marketing
- Consistent programs/workshops

What we heard

Threats to BCHA

- Relevance — other entities have stepped up where BCHA as fallen short
- We don't change
- Credibility
- Inventory of existing deed restricted property lost
- Loss of funding from partners
- Loss of Board
- Unable to hire staff
- Housing gets worse and we can't respond
- Doors close
- Donors frustrated with lack of coordination amongst housing entities
- If not serving LatinX, population not meeting needs

Opportunities

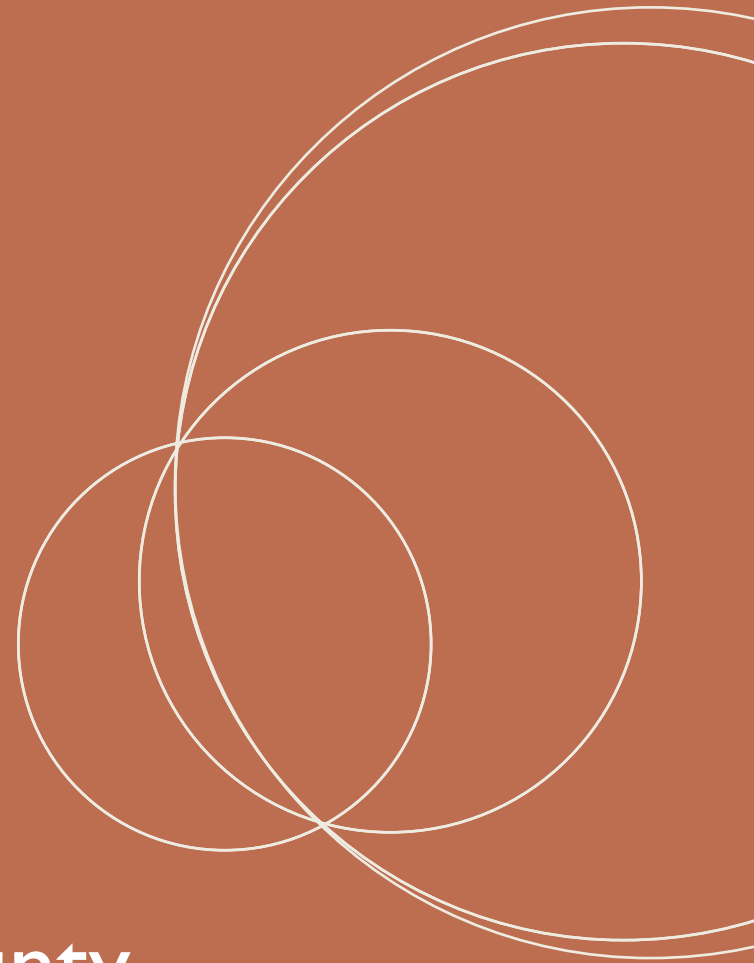
- Refresh, rebrand, redirect agency to respond to gaps/needs
- Regional coordination (social services + development activity)
- Serve as a resource for developers
- Create an annual policy agenda and build campaign to promote
- Implement a regional housing educational campaign to build awareness of needs and solutions in the works
- Regional housing needs data hub
- Focus on coordination of services—the “human side” of housing
- Improve service delivery
- Eviction prevention services (legal, landlord negotiations)
- Advocate for tenants
- Implement the Ketchum Housing Action Plan (all or parts)
- Education: financial, tenants, landlords, workshops, about deeds, rights, policies, how to build an ADU

Opportunities continued

- Create a single portal to apply for all waitlists—not just BCHA
- Become THE property manager “go-to” in the Valley
- 35% of population LatinX----drive services and outreach to better serve this population (cities can't do this very well)
- Expand donors beyond Ketchum and County
- Staff up with amazing people that know how to run an effective organization
- Become THE place that all cities come to get info for housing policy
- Fold into County
- Serve as coordinator of social service agencies—focus on the people side of housing
- State level advocacy work
- Track what's going on in the County (projects, policy, data, rental prices, waitlists, etc.)

Source: Ketchum Housing Action Plan 2022

5. Snapshot of Blaine County Housing Needs Data



Affording housing is [^]challenging

increasingly

Blaine County

Cost burdened households = about 33%

Since 2010, the # lower-earning households of \$75,000 or less, annually jumped from 60% to 63%

\$700-\$1,700 = affordable range of housing costs for households | 20% AMI and below.

Average Household Size for renters increased from 2.31 to 3.01 between 2010-2019.

(Cost burdened = paying more than 30% of household income for housing costs – this is consistent over the past decade and is true for both homeowners and renters)

Housing Affordability

Average Blaine County Monthly Wage: **about \$4,000/mo**
Affordable Housing Cost at Average Wage: **about \$1,200/mo**

U.S. Bureau of Labor Statistics

Rent

Median Rent Price: \$2,575/mo

Income Needed to Afford Avg Rent: \$8,585/mo

Source: Blaine County Housing Authority

Survey Says...

Most (65%) respondents pay more than the affordable rate at an average wage.
(Average monthly housing cost for individuals in this group is \$2,306.)

Home Price

Avg Home Sale Price in 2020: \$1.6M (45% increase from 2019)

Number of Home Sales in 2020: 225 (45% increase from 2019)

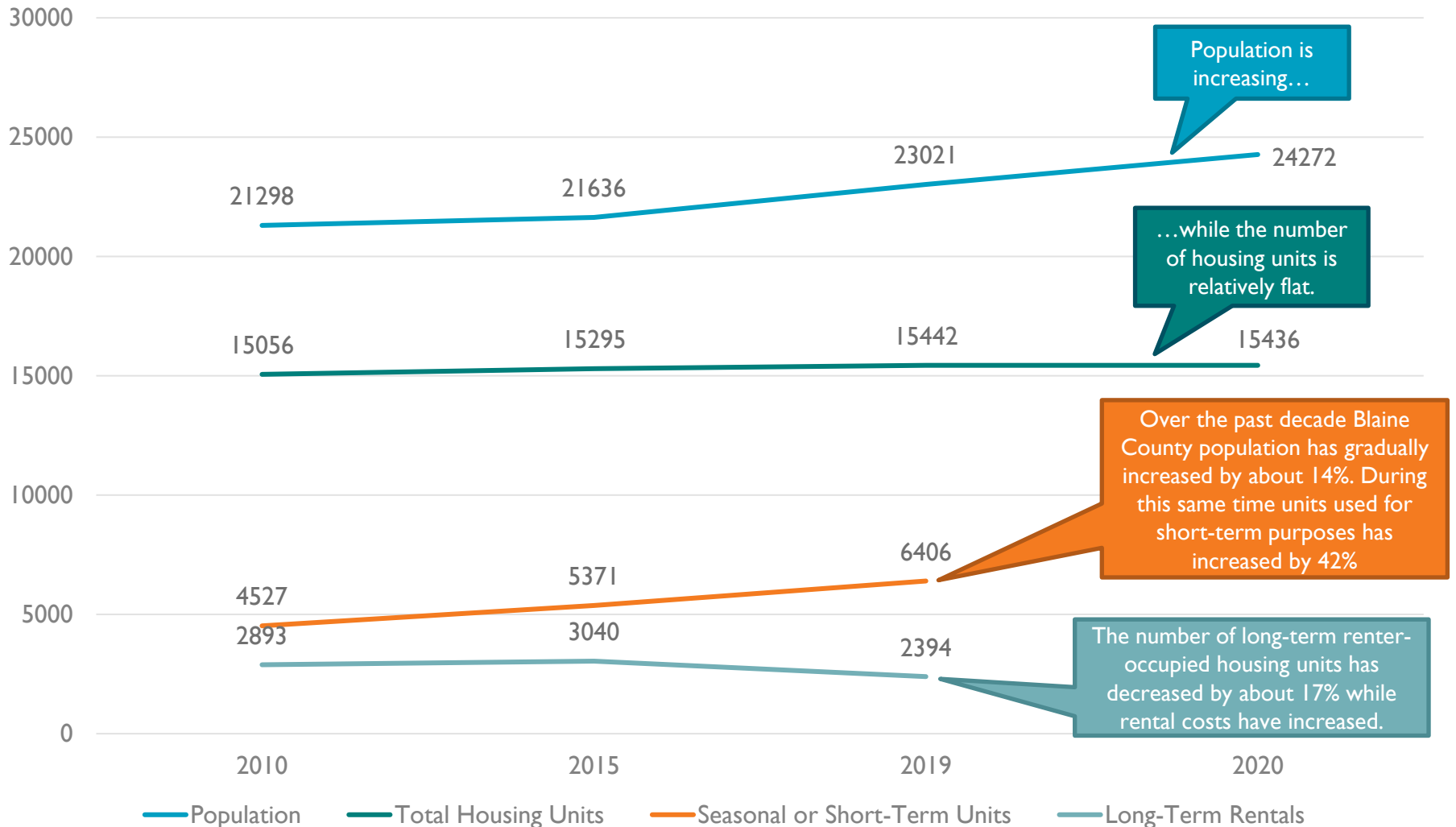
Source: Sun Valley Board of Realtors

Housing Model Projection – Blaine County 2030

	HISTORIC GROWTH (1% per year)	HIGH GROWTH (3% average)
<u>Current Households</u> in need of stabilization/at-risk (includes cost burdened, people experiencing homelessness, substandard housing, overcrowding)	3,041	3,041
Total <u>New Households</u> by 2030 (population growth)	1,675	3,320
<u>Total Households</u> Units by 2030	4,717	6,361
Units needed per year to keep pace with growth and address at-risk populations	471 units/year	636 units/year

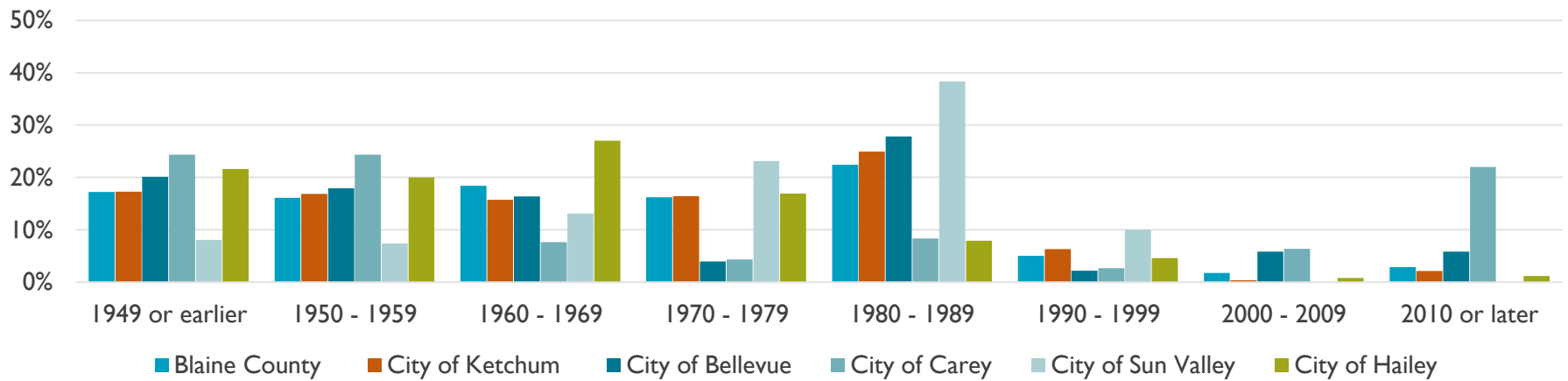
Source: Ketchum Housing Action Plan 2022

Housing and Population Trends – Blaine County

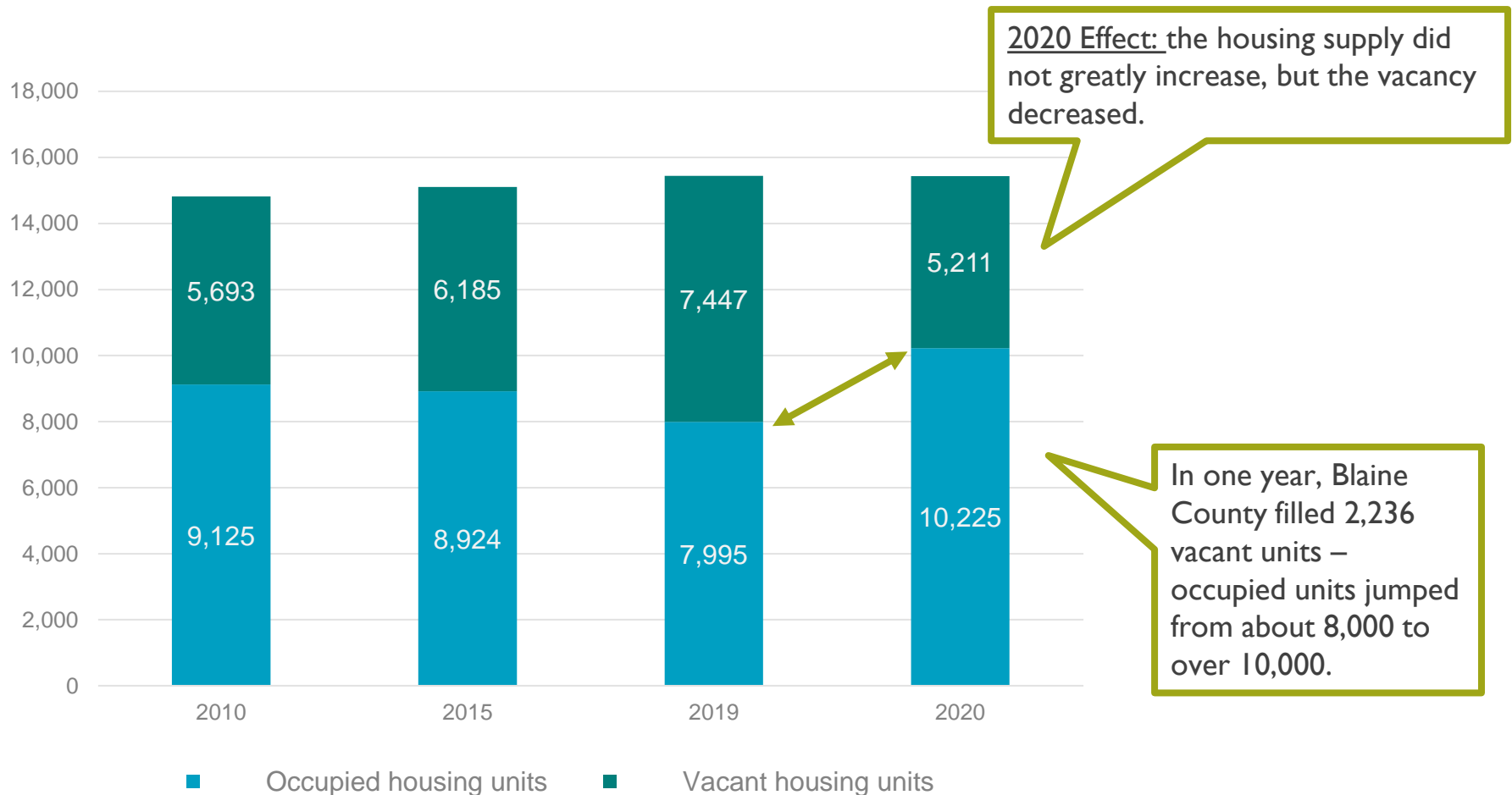


Residential construction has slowed

Housing Units by Year Structure Built (%)



Blaine County Vacancy Changes



Who is doing what and what are the gaps?

6. Roles + Gaps



Who does compliance + management in Blaine County?



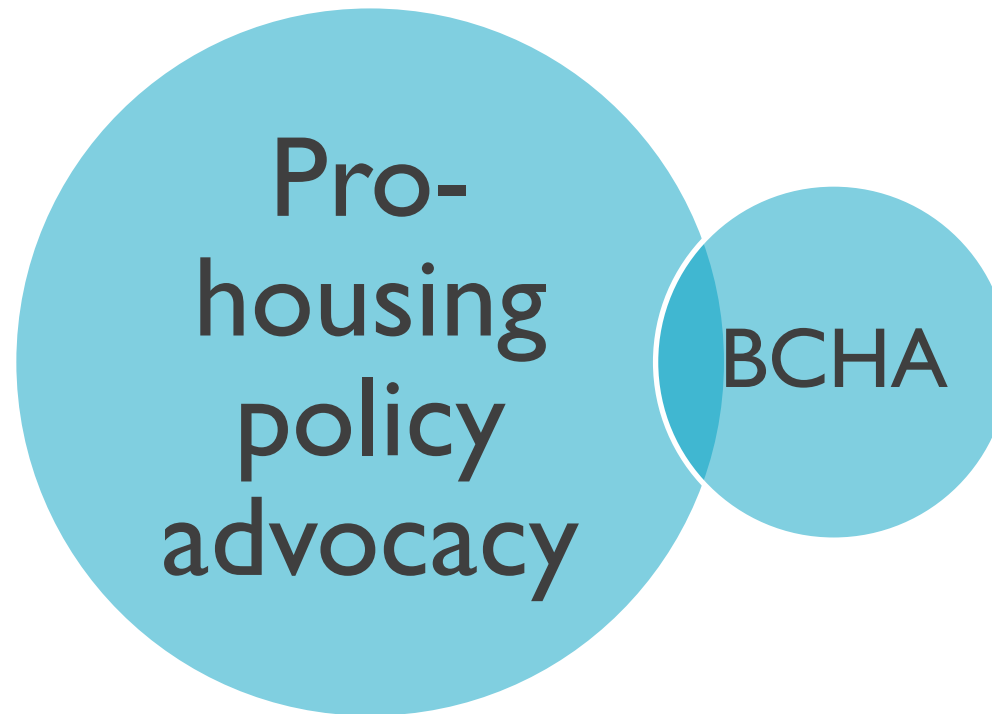
Who provides services to people looking for services + housing?



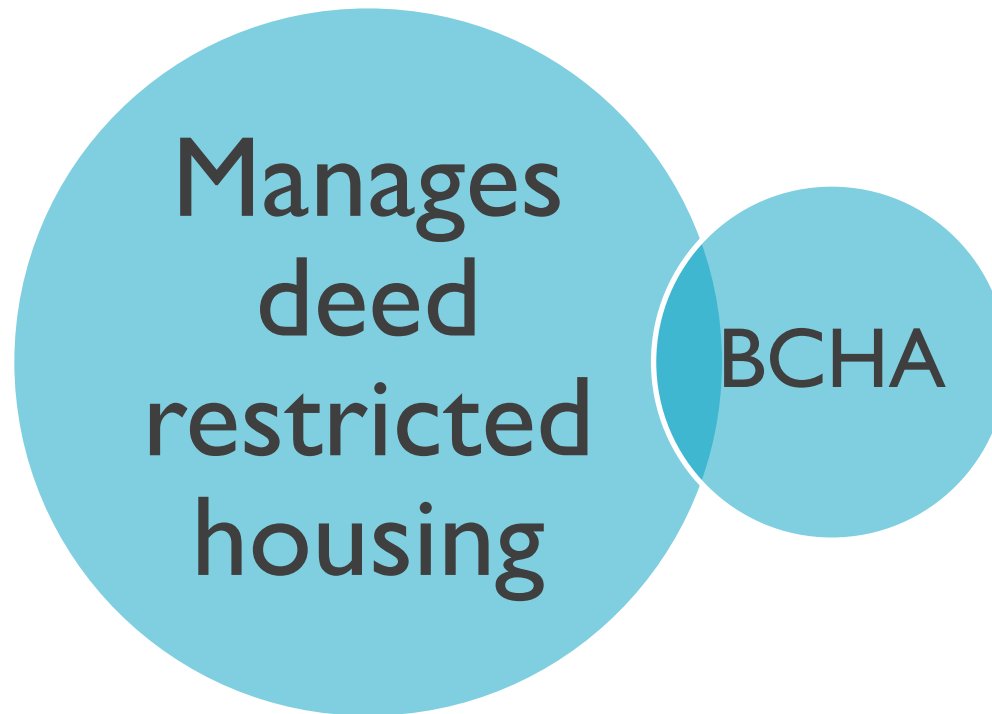
Who acquires/preserves existing housing for workforce needs?



Who advocates for pro-housing policy at the local level?



Who manages deed restrictions?



Who does workforce housing development in Blaine County?



Who connects everyone together, conducts community outreach and education?

**County-wide
coordination
outreach +
education?**

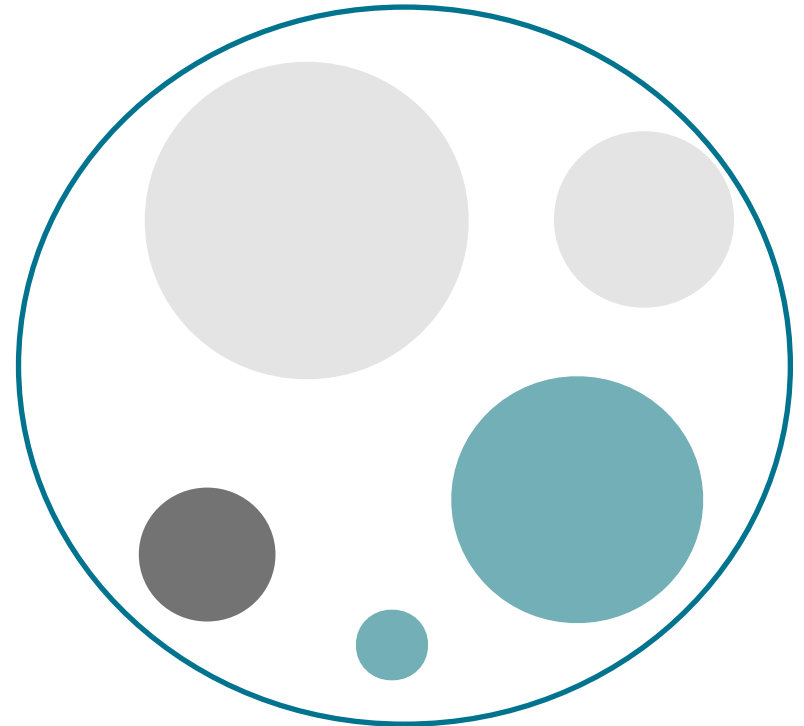
A lot is going on in Blaine County for community housing. This is great news!

- Ketchum Housing Matters—Action Plan
- County Funding for Housing (Federal-\$4M)
- Projects in Hailey under construction
- Project in Ketchum under construction
- Lift Tower Lodge Expansion—BCHA
- Development on school district land—ARCH
- Rental assistance—BCCT
- Legal Services—Housing Justice for All
- New Housing Trust ---Acquiring + Developing
- LOT Tax Measure in Ketchum in process
- And more....

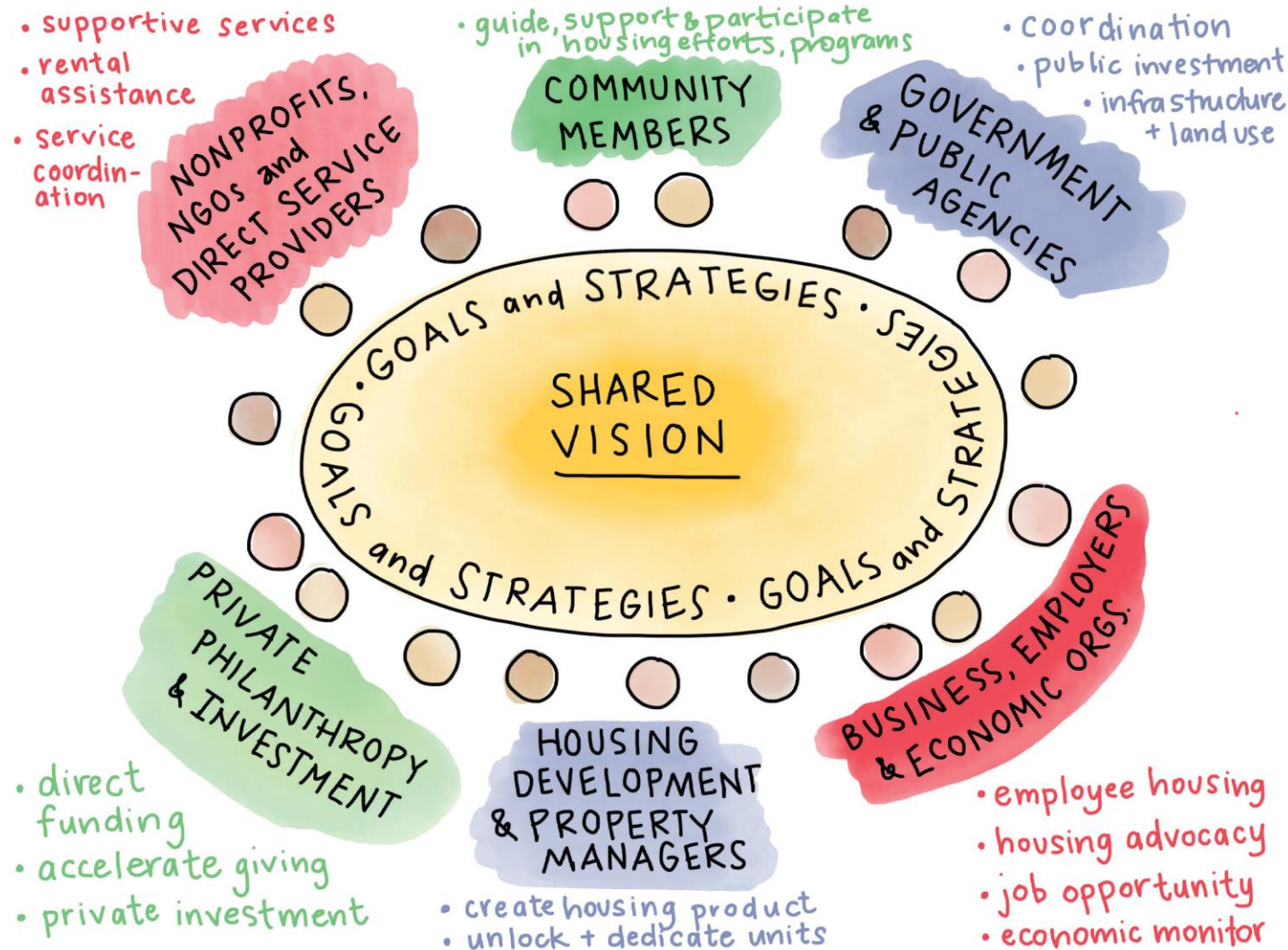


But...how are we connecting, holding, tracking all this good work for community housing needs?

- Are we coordinating?
- Could we be collaborating for a greater collective impact?
- Is this current system confusing for our community? For funders?
- Could better coordination lead to increased efficiency and effectiveness?
- Who is best to lead coordination?
- Does an entity exist who can take this on?
- What else, beyond coordination do we need regionally?
- Is this a potential role for BCHA?

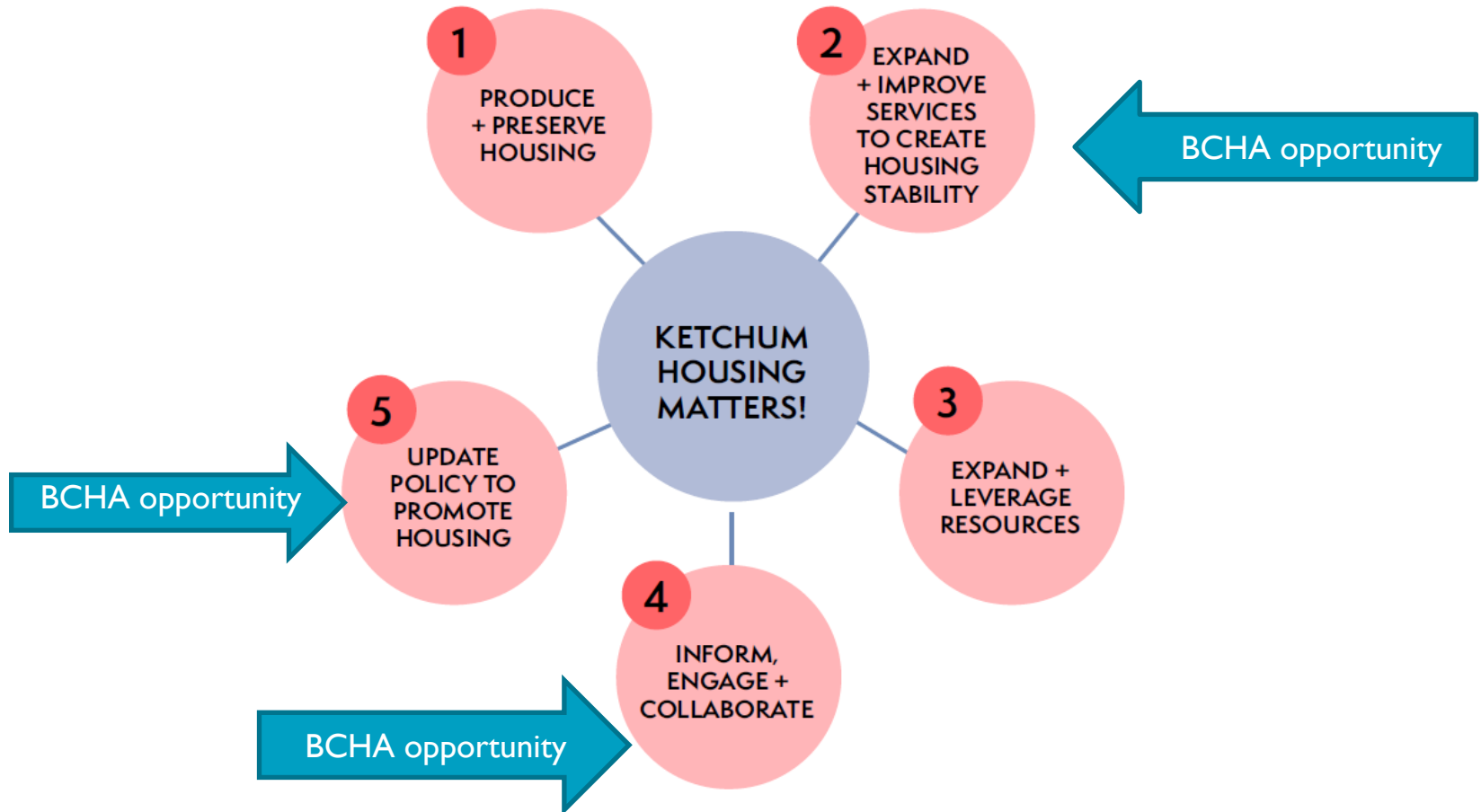


Question: What entity can connect all the great housing efforts?



Ketchum Housing Action Plan Aim to Address Regional Coordination Gap

REVISED GOALS TO ACHIEVE TARGETS



Research from other Housing Authorities

7. Lessons Learned



Housing Authorities Researched

- Twin Falls Housing Authority, ID
- Housing Alliance and Community Partnerships, Pocatello, ID
- Idaho Falls Housing Authority, ID
- Santa Barbara Housing Authority, CA
- Regional Housing Authority, Sutter, Yuba, Colusa & Nevada Counties, CA

Common Areas of Work for Housing Authorities

- Provide decent and safe, affordable rental housing for eligible low-income families, the elderly, and persons with disabilities at rents they can afford.
- Prioritize low and very low income qualified tenant services
- Buy existing properties
- Partner to develop affordable housing
- Property Management Services
- Compliance/Income Qualifying Tenants
- Tenant education and financial services
- Section 8 Voucher program delivery
- Grant managers for state/federal funds
- Regional housing coordination
- Implement housing programs (down payment assistance, employer programs, etc.)
- Advocate for pro-housing policy + projects
- A housing authority also usually holds workshops about various topics related to financial self-sufficiency, disaster preparedness for program participants.

Lesson From: Regional Housing Authority, Sutter, Yuba, Colusa & Nevada Counties, CA

TENANTS + LANDLORDS
GOSECTION8

Advertising and locating rental property has never been easier!

A Partnership with [GoSection8.com](https://www.GoSection8.com)



On-line hub for finding housing, wait list openings
in the area managed by third-party service.

Lessons from Twin Falls Housing Authority

- Strategic planning important
- Communications in key to build understanding and reputation
- Focus on buying existing to build inventory of units
- Compliance/management: focus on units owned by BCHA
- Get a relator on retainer

Lessons from Santa Barbara Housing Authority

- Prioritize relationship with local government as key priority of work
- Workforce focus (up to 160% AMI)
- No parking in some developments on transit lines
- Very strong communications, marketing
- Focus is on financial self-sufficiency (education)
- Strong tenant services (tutoring, afterschool programs, COVID, etc.)
- Partners fund programs at housing developments (banks, businesses, schools, etc.)
- Convert commercial buildings to housing



Casa de Las Fuentes



Artisan Court



Bradley Studios



8. Questions for Board Consideration

Pre-Workshop Homework Questions

1. What stands out to you from the Board Packet (write down 3-5 points)
2. What themes are emerging for you? (write down 2-3 points)
3. What do you think the top priorities should be for BCHA over the next 1 year? (list top 5)
4. What concerns do you have about the future of BCHA?
5. What are you most excited about for BCHA?
6. Other insights or thoughts or concerns

Please think about these questions and be ready to share at Day 1 of the retreat