**February 28th, 2017**
**MEMORANDUM**

**TO: PAULA SWENSON**
**FR: MAGELLAN STRATEGIES**
**RE: PROPOSAL OF SERVICES FOR GUNNISON VALLEY REGIONAL HOUSING AUTHORITY**

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**Overview**
This brief memorandum details a month-by-month proposal of services to be provided by Magellan Strategies to the Gunnison Valley Regional Housing Authority, anticipating a ballot initiative for November 2017.

**March 2017**
250-300n benchmark survey among likely November 2017 voters in Gunnison County.

Cost - $8,000-$10,000.

**April-June 2017**
Monthly consulting fee for assistance in education campaign, including copy and design of postcards and informational materials as well as mail pieces to targeted voter households, as determined by the results of the survey. Each mailing itself would cost somewhere around $4,500-$5,000 depending on the size of the universe, but that would be paid to the design firm/mail house. For the Gunnison Valley RTA campaign, we used Cold Spark Media out of Pittsburgh, a firm that we highly recommend and use for our other campaigns. During this three-month period, you would want to send at least one, maybe two mail pieces depending on the budget.

Cost - $2,000/month, $6,000 total

**July 2017**
250-300n "brushfire" survey among likely November 2017 voters in Gunnison County. This survey would be much shorter than the benchmark survey from March, and would be primarily used to gauge support for the ballot language.

Cost - $5,000-$7,000

**August-October 2017**

Reduced campaign-consulting fee to assist with draft radio scripts, design of a logo and newspaper ads, as well as design of another mail piece aimed at persuading voters to support the campaign. The fee is reduced at this point because as the official campaign begins in August, we would pass off a lot of the day-to-day tasks to someone on the ground who would manage the campaign. For the Gunnison Valley RTA campaign, Molly Mugglestone and Mary Burt filled this role.

Cost - $500/month, $1,500 total

**Total Cost for Services Provided by Magellan Strategies:** $24,500. This assumes the high end of projected survey costs, and so the actual amount may fall below $24,500.

**Gunnison Valley Regional Housing Authority Strategic Plan**

**Final and Adopted March 8, 2017**

The Gunnison County Housing Authority was created in 1982 by the Gunnison County Commissioners to improve housing conditions for low and moderate income households in Gunnison County. By 1998 the municipalities of Crested Butte, Gunnison and Mt. Crested Butte entered into an IGA with Gunnison County to become members to jointly work on housing efforts valley wide. In 2012 the County and municipalities created the Gunnison Valley Regional Housing Authority (GVRHA) to strengthen the governance, structure, and funding of housing efforts and to achieve greater transparency, efficiency, and regional solutions.

The Gunnison Valley Regional Housing Authority's **MISSION** is to advocate, promote, plan and provide the long-term supply of desirable and affordable housing in Gunnison County to maintain a well-rounded community.

In 2016, the member partners of the GVRHA embarked on a Housing Needs Assessment to inform them of the need of workforce housing in the Gunnison Valley. The assessment identified the need of 900 additional housing units by the end of 2020. This plan outlines the goals and results needed to obtain those units.

## Strategic Priorities

1. Role of the GVRHA and Single/Unified Housing Vision
2. Public/Private Collaboration
3. Funding
4. Regional Housing Solutions

## Strategic Priority #1: The Role of the GVRHA and Single/Unified Housing Vision

The GVRHA will be a 1-stop shop for affordable housing projects and information as evidenced by:

1. Being the central repository of housing information
2. Qualifying applicants for housing programs and projects
3. Advocating for funding and community support
4. Prioritizing a pipeline of projects and programs and facilitation of the projects
5. Facilitating programs such as: first time homebuyer assistance classes, energy efficiency home audits, and others as deemed appropriate
6. Participating in programs to help owners and landlords to improve quality of existing homes
7. Working with service providers to create/acquire housing for those essential employees
8. Assisting jurisdictions with updating and/or creating best policy practices for the creation of permanent affordable housing

The following results will solidify the GVRHA's role in the valley:

**Strategic Result #1: Member Commitment**

By July 1, 2017, execute a 5-year funding commitment of equal amounts from the jurisdictional members' subject to annual appropriations.

**Strategic Result #2: Amended Bylaws and structure**

By November 1, 2017, the GVRHA bylaws and IGA will be amended to accommodate any revised governance model necessary to accomplish the strategic plan.

**Strategic Result #3: Work Plan**

By July 1, 2017 and by November 1st of subsequent years, GVRHA will develop and publish the following year's work plan consistent with the affordable housing strategies.

## Strategic Priority #2: Public/Private Collaboration

The GVRHA understands and embraces the need to work collaboratively with the private sector development community to ensure the workforce housing units identified in the housing needs assessment are constructed in a timely manner to address the ever-growing need in the valley. The GVRHA and its member partners additionally understand that the expertise of the private sector in the planning and construction of the units is essential and not obtainable from the public sector.

**Strategic Result #1: Development Environment**

The GVRHA and its member partners will work continually to create a development environment that encourages the construction of additional free market workforce housing units, as defined by the 2016 Gunnison Valley Housing Needs Assessment, by December 31, 2020, while maintaining the character of the built environment unique to each jurisdiction.

**Strategic Result #2: Collaboration**

85% of the 400 additional permanently affordable housing units that the GVRHA will participate in creating by December 31, 2020 will be built through public/private collaboration.

## Strategic Priority #3: Funding

To be able to address the affordable housing needs in the valley, the GVRHA must obtain continuous and sustainable funding to complete housing projects and to grow and sustain operations. It is estimated that the creation of 400 additional affordable units will equate to $80

million in new housing assets. To be able to leverage and partner in the funding these projects, approximately an additional $1.5 million annually in public funding is needed.

**Strategic Result #1: Additional Funding**

By December of 2017, the GVRHA will, by developing one or more taxing mechanism(s), secure up to $1.5 million in annual public funding for permanently affordable regional housing.

**Strategic Result #2: Sustainable Operations**

By December 31, 2020, 50% of the GVRHA operational expenses will be covered by revenues generated by operational income with the balance being contributed by housing authority members.

## Strategic Priority #4: Housing Solutions

The Housing Needs Assessment dated November 2016 identifies the new housing units needed in the community and the number of inadequate housing units currently part of the housing stock in the valley. While we agree, and embrace our differences valley wide and understand solutions will vary throughout, the members are united in our resolve to find solutions.

**Strategic Result #1: New Units**

By December 31, 2020, there will be 400 additional permanently affordable housing units in the Gunnison Valley, as identified in the 2016 Gunnison Valley Housing Needs Assessment.

**Strategic Result #2: Member Commitment**

By July 1, 2017, each regional housing authority member will have committed to a housing goal contributing to the 400 additional units.

**Strategic Result #3: Pipeline of Projects**

By June 1, 2017, a pipeline of housing projects throughout the valley will be identified based on the owner/rental and AMI mix prescribed in the housing needs assessment.

**Strategic Result #4: Quality Housing**

By December 31, 2020, 50% of the identified substandard housing units will have received energy assessments and will have been offered identified strategies to improve the quality of the home.