



Strengthening Community Through Workforce Housing

AGENDA

REGULAR MEETING OF THE APCHA BOARD OF DIRECTORS WEDNESDAY, MAY 1, 2019

The Meeting will be held in the **BOCC Meeting Room**
Pitkin County Administration and Sheriff's Office Building
530 East Main, Aspen, Colorado @ 5:00 p.m.

5:00 Call to Order

Rules of Decorum - APCHA Board meetings shall be conducted in a fair and impartial manner that allows the business of APCHA to be effectively undertaken. Citizens, APCHA staff and APCHA Board members alike must be allowed to state their positions in a courteous atmosphere that is free of intimidation, profanity, personal affronts, threats of violence, or the use of APCHA as a forum for politics. All remarks shall be directed to the APCHA Board as a whole, not to APCHA staff or to the public in attendance. Members of the public shall not approach the dais without first seeking and obtaining the permission of the Chairperson or presiding officer. Warnings may be given by the Chair at any time that a speaker does not conduct himself or herself in a professional and respectful manner and anyone whose loud, defiant, threatening, personal, vulgar, uncivil or abusive language or behavior impedes the orderly conduct of an APCHA Board meeting shall, at the discretion of the presiding officer, be barred from speaking further and may be ejected from the meeting.

5:01 – 5:10 Public Comment

5:10 – 5:15 Executive Director's Comments

- Housing Information Management System (HIMS) Review & Selection Committee Update

5:15 – 5:25 Director's Comments

5:25 – 5:30 Consent Calendar (these matters may be adopted together by a single motion)

- Minutes of the April 17, 2019 Regular Meeting
- Resolution No. 07 (Series of 2019), Recommending the City of Aspen and Pitkin County pause in the adoption of an Amended Intergovernmental Agreement

5:30 – 6:30 Discussion Item

- Direction for the Draft Housing Information Management System (HIMS) Communications and Public Education/Outreach Strategy

Adjournment

NEXT MEETING: MAY 15, 2019

NOTE: Times are approximate. Agenda items may be heard prior or after the estimated times shown.



Strengthening Community Through Workforce Housing

**MINUTES OF THE APRIL 17, 2019
REGULAR MEETING OF THE
ASPEN/PITKIN COUNTY HOUSING AUTHORITY**

CALL TO ORDER: Rick Head, Vice Chairperson, called the Regular Meeting to order at 5:00 p.m. The April 17, 2019 meeting was held in the Board of County Commissioners Room, Pitkin County Building, 530 E Main Street.

ROLL CALL: Rick Head, Valerie Forbes, Chris Council, Carson Schmitz, Dallas Blaney, John Ward and Becky Gilbert were present. Ron Erickson was absent.

Staff Members in Attendance: Mike Kosdrosky, Executive Director; Cindy Christensen, Deputy Director; and Bethany Spitz, Compliance Manager.

Rules of Decorum: The Rules of Decorum for APCHA Board Meetings were read by John Ward.

PUBLIC COMMENT: Head opened the meeting to Public Comment for items not on the agenda:

- Lee Mulcahy addressed the Board stating that he just got back from Kenya. Reiterated that he believes that the Rules of Decorum is unconstitutional. Provided APCHA with a document stating a donation of art to the National Museums of Kenya. Mulcahy stated that Aspen is a community of artists and dissidents.
- Tom McCabe, past Executive Director, addressed the Board on his perspective of having elected officials on the APCHA Board. McCabe stated that it was less than ideal from several different perspectives: 1) undue influence during discussions and on decisions; 2) conversation may not be as vigorous as the elected officials appoint the community members; 3) conflict of interest in discussions on land use issues. Council suggested McCabe share his views with the City Council and the BOCC.

EXECUTIVE DIRECTOR COMMENTS: Kosdrosky had none for this meeting.

DIRECTOR COMMENTS:

- Gilbert stated that she was surprised with hiring a public relations firm at this time based on the governance issues. Kosdrosky stated that Slate Communications is to educate the community on the HIMS project as well as how APCHA does business with the community. Council stated that they could also be used to educate the public about the hearing officer position and the fine and penalty schedule.

CONSENT CALENDAR:

- **Blaney made a motion to approve the Minutes of April 3, 2019 Regular Meeting; Forbes seconded the motion. All were in favor. Motion passed.**

Public Hearing:

- Resolution No. 04 (Series of 2019), Adopting Amendments to the Guidelines redefining the Emergency Worker Procedure and Definition: Phylis Mattice, Pitkin County Assistant Manager, stated that she worked with Christensen and solidified the criteria in the Guideline language and the Emergency Work form. Head opened the meeting to Public Comment. There being none, the Public Comment section was closed.

Ward made a motion to approve Resolution No. 04 (Series of 2019), Adopting Amendments to the Guidelines redefining the Emergency Worker Procedure and Definition at the Public Hearing held April 17, 2019; Council seconded the motion. Roll Call Vote: Head, Forbes, Ward, Council, Schmitz, Blaney, and Gilbert voted yes. Motion Passed.

- Resolution No. 05 (Series of 2019), Adopting Amendments to the Aspen/Pitkin County Employee Housing Guidelines Creating a Hearing Officer Position and Adopting a Schedule of Fines: Head opened the meeting to Public Comment. There being none, the Public Comment section was closed.

Ward made a motion to approve Resolution No. 05 (Series of 2019), Adopting Amendments to the Aspen/Pitkin County Employee Housing Guidelines Creating A Hearing Officer Position and Adopting a Schedule of Fines at the Public Hearing held April 17, 2019; Forbes seconded the motion. Roll Call Vote: Gilbert, Blaney, Schmitz, Ward, Council, Forbes, and Head voted yes. Motion Passed.

Land Use Hearings:

- Request to Remove the EDU at 981 King Street: Christensen stated that the applicant is looking to redevelop the property at 981 King Street which contains a duplex unit with one side free-market and the other a deed-restricted employee dwelling unit. The applicant is requesting that upon redeveloping the property, the deed restricted unit will not be replaced on-site, but will be mitigated through the Affordable Housing Credit Program.

Christensen stated that currently the unit does not house a qualified household, nor has a lease been provided to APCHA. It has also been APCHA's policy is to recommend that an on-site unit should not be replaced through the Affordable Housing Credit Program, but with an on-site unit.

Steve Wilson, applicant's representative, stated that he was surprised that the unit was out of compliance as the owner had received an e-mail from Julie Kieffer in October that the unit complied. Spitz stated that APCHA had received two different leases and there is no record of the tenant turning in an application packet. Spitz stated that APCHA was also informed that the tenant had moved out and that two people had already moved in.

Wilson stated that there may be confusion with the deed restriction as Lot 3 was renumbered to Lot 4. Could be a different in category. Spitz stated that the leases had two different rental amounts and the utilities seemed to be too high for that unit.

Blaney asked why the Board was hearing this request if the unit was out of compliance. Christensen stated that Community Development requested a recommendation by the Board relating to the removal of the unit to see if the applicant would move forward with the same request. Wilson stated that the applicant, Mr. Shoaf, would like to buy out the 1.75 FTE Category 2 unit through the Affordable Housing Credit program. Wilson stated that the owner may demolish the house and leave as open space whereby the program would lose a unit. Gilbert stated that the owner would still need to rebuild at some point in time.

Jennifer Phelan, City Community Development Deputy Director, and Kevin Rayes, City Planner, were present. Phelan stated that a review of the original subdivision documents would need to be reviewed, but there is probably an obligation to keep the unit.

Council made a recommendation to deny the request to mitigate through the Affordable Housing Certificate Program and that at such time the property is redeveloped, mitigation shall be satisfied with an on-site one-bedroom, Category 2 unit; Gilbert seconded the motion. ROLL CALL VOTE: Ward, Schmitz, Council, Forbes, Head, Gilbert, and Blaney voted yes. Motion passed.

Blaney stated as a FYI that when asking for a variance, the Board becomes defensive by saying the applicant is just going to demolish the unit.

Discussion Item:

- APCHA Governance re: Proposed Sixth Amended and Restated IGA: Council suggested that each Board member express their opinion on the proposed changes to the IGA.
 - Head: Didn't have a major problem with the new IGA but had an issue that a decision has not been made on who the Executive Director should be reporting to.
 - Ward: The Board should be made of all citizens and no elected to make it less political. The Executive Director should be reporting to the APCHA Board.
 - Forbes: Hesitate to share opinion. Could be pulled in too many ways. Now it is an all-volunteer Board. Not sure what would happen with electeds' on the Board.
 - Gilbert: Would rather see the decision for the Board's makeup by the to-be-seated City Council.
 - Schmitz: The intent is good but needs work. Lack of solutions to problems. The BOCC was concerned with eight people being around the table and there are eight people now.

Need to include the current APCA Board in a more formal format. An example is the Board approved the Hearing Officer position and a Fee Schedule last September and it still has not been formally accepted by the BOCC and City Council. The Board is not empowered, and it is not an effective use of their time. A solution would be to have the Board elected like the Hospital and Fire Board's. The Executive Director should report to the Board. The Board use to have elected representation and there were conflicts of interest, especially in land use cases. APCA is an independent authority.

- Blaney: Echo what Schmitz said. City Council and the BOCC had good intentions. It will politicize the Board. Is this best for the community and the program? The role of the Executive Director should be with the APCA Board.

Council Stated that there is an opportunity for the Board to vote on a non-binding resolution. Blaney stated that by empowering the Board, requires more accountability with the City and County.

Kelly McNicholas, Pitkin County Commissioner, stated that she is looking forward to working together with the changes to the IGA to empower the authority. The administration portion of the program has not been decided on, more specifically who the Executive Director reports to. The changes do still empower the Board to make decisions on the Guidelines. This discussion will continue at a later date as soon as the new Council is seated.

Sara Ott, Interim City Manager, stated that first reading is set for May with City Council.

After further discussion, **Council made a motion to have a non-binding resolution for all elected officials to put a pause with any changes to the IGA until the new City Council has been seated and engagement between all parties – City Council, BOCC and the APCA Board – have met for discussion in a public forum. Head seconded the motion. ROLL CALL VOTE: Schmitz, Council, Head, Forbes, Gilbert, Blaney, Ward voted yes. Motion passed.**

The meeting was adjourned at 6:10 p.m.

THE ASPEN/PITKIN COUNTY HOUSING AUTHORITY

Rick Head, Vice Chairperson

Michael A. Kosdrosky, Secretary



NATIONAL MUSEUMS OF KENYA

WHERE HERITAGE LIVES ON

**NATIONAL MUSEUMS OF KENYA
ART GIFT AGREEMENT**

This Gift Agreement is made this 31st day of July 2017 by and among Lee Mulcahy (Donor/Artist), and the Director General of the National Museums of Kenya (Museum).

The Artist and the Museum agree as follows:

The Artist hereby pledges to the Museum the art work of the following features:

Title: Occupy 7. Berlin
Date: 2013
Medium: Mixed media
Dimensions: 116cm x 198cm (mounted)
Value (Ksh):NFS

Title: Exhibit@universitat der Kunst
Date: 2013
Medium: Mixed media
Dimensions: 116cm x 198cm (mounted)
Value(Ksh):NFS

which as provided for herein is designated for the benefit of *National Museums of Kenya*.

Artist Commitment.

I, Lee Mulcahy (Artist) [Signature] (sign)

in desiring to support the cultural, educational, promotional and related objectives of the Museum, for good and valuable consideration, hereby donated to the Museum the above listed art works, that were collaboratively produced with artist Krystian Schneidewind. The Museum is free to use the art work in any way it feels appropriate for the benefit of *National Museums of Kenya*.

Receiving

[Signature]

Ms. Lydia Gatundu Galavu

Curator of Contemporary Art

National Museums of Kenya



Strengthening Community Through Workforce Housing

MEMORANDUM

TO: APCHA Board of Directors
FROM: Cindy Christensen, Deputy Director
THRU: Mike Kosdrosky, Executive Director
MEETING DATE: May 1, 2019
RE: **Approval of Resolution No. 07 (Series of 2019), Recommending the City of Aspen and Pitkin County pause in their adoption of an Amended Intergovernmental Agreement**

ISSUE: To postpone the approval of the 6th Amended IGA.

PREVIOUS REVIEW: The APCHA Board discussed the proposed changes to the IGA at their regular meeting held April 17, 2019 and recommended that a non-binding resolution be approved to postpone changes to the Intergovernmental Agreement until such time the new City Council has been seated and a public meeting has been held with all entities – APCHA Board of Directors, Aspen City Council and the Pitkin County Board of County Commissioners.

RECOMMENDATION: Staff recommends that the Board make a motion as follows:

“The Board approves Resolution No. 07 (Series of 2019), Recommending the City of Aspen and Pitkin County pause in their adoption of an Amended Intergovernmental Agreement.”

Attachment:

- Resolution No. 07 (Series of 2019)



Resolution No. 07
(Series of 2019)

**A RESOLUTION OF THE ASPEN/PITKIN COUNTY HOUSING AUTHORITY
BOARD OF DIRECTORS RECOMMENDING THE CITY OF ASPEN
AND PITKIN COUNTY PAUSE IN THE ADOPTION OF AN
AMENDED INTERGOVERNMENTAL AGREEMENT**

RECITALS

WHEREAS, the City of Aspen and Pitkin County are considering the adoption of an amended intergovernmental agreement (“IGA”) for the purpose of addressing flaws in the governance structure of the Aspen/Pitkin County Housing Authority (“APCHA”); and

WHEREAS, the amendments currently under consideration are acknowledged as addressing some, but not all, of the changes to the IGA deemed necessary to improve APCHA’s fulfillment of its mission; and

WHEREAS, while the amendments now under consideration would restructure the APCHA Board, they would not address the equally significant issue of staff governance, or administrative reporting structure, which is presently intended to be addressed at a later date; and

WHEREAS, compounding this concern, the Aspen City Council will have new leadership, including a new mayor, which suggests the possibility that different governing philosophies may apply to the IGA for APCHA if the amendments are undertaken in different stages; and

WHEREAS, in addition to a new governing body for the City of Aspen, the City is also in the process of recruiting and hiring a new City Manager, which could create additional administrative confusion if the proposed amendments to the IGA are adopted, particularly if work



Strengthening Community Through Workforce Housing

assignments to APCHA’s Executive Director from Aspen’s City Manager conflict with the APCHA Board’s Work Plan; and

WHEREAS, the APCHA Board believes that the IGA should be amended comprehensively and at one time and only after newly elected officials take office in order to ensure a consistent direction for APCHA going forward.

NOW, THEREFORE, BE IT RESOLVED BY THE APCHA BOARD OF DIRECTORS that it recommends that the Aspen City Council and the Board of County Commissioners of Pitkin County slow the pace of current efforts to restructure APCHA, that it defer the formal adoption of amendments to the IGA until the newly elected City Councilors take office, and that the City and the County take a single action to comprehensively amend the IGA after the full and open public exchange of ideas relating to the restructuring of APCHA.

BE IT FURTHER RESOLVED BY THE APCHA BOARD OF DIRECTORS that the APCHA Board recommends Aspen City Council and the Pitkin County Board of County Commissioners meet publicly with the entire APCHA Board as part of a full and open public exchange of ideas relating to the restructuring of APCHA.

ADOPTED AND APPROVED THIS 1ST DAY OF MAY 2019 at the Aspen/Pitkin County Housing Authority’s Regular Meeting.

ASPEN/PITKIN COUNTY HOUSING AUTHORITY

A. Ronald Erickson, Chairperson

ATTEST:

Michael Kosdrosky, Secretary



Strengthening Community Through Workforce Housing

MEMORANDUM

TO: APCHA Board of Directors
FROM: Mike Kosdrosky, Executive Director
DATE: May 1, 2019
RE: **Review APCHA Communications Strategy DRAFT for the Housing Information Management System (HIMS) automation project**

PURPOSE

APCHA has a professional services agreement with Slate Communications for the Housing Information Management System (HIMS) project. Attached is a revised draft of the Communications Strategy for your review and comment.

BACKGROUND

In 2018, the City/APCHA hired Slate Communications to create a strategic education and communication strategy for the \$1.4 million automation and modernization capital project called the Housing Information Management System (HIMS), which is the largest change to APCHA's operations and business processes since the housing program started.

The HIMS is meant to dramatically change the way APCHA does business with customers and stakeholders by moving away from different outdated paper-based systems to a fully-integrated, secure, and electronic platform. The key objective of the HIMS is to transform the way APCHA conducts its day-to-day business and improve the quality and certainty of information used by market participants and policy makers.

Slate Communications' principal, Kim Newcomer, visited Aspen in early April to conduct research and interviews with multiple stakeholder including elected leaders, APCHA board members, and staff. She presented her preliminary findings to the APCHA Board at its regular meeting on April 3, 2019.

DISCUSSION

Slate Communications and staff want your feedback on the draft Communications and Public Education Strategy for the HIMS project (attached). The draft Strategy includes: Goals & Approach; Survey Results; SWOT Analysis; Audiences; Findings and Strategies; Key Messages; and Implementation Plan.

ACTION REQUESTED

No official action required or requested. Staff requests Board feedback and consensus to finalize the proposed Communications and Public Education/Outreach Strategy for the HIMS project.



APCHA

**COMMUNICATION
STRATEGY**

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GOALS & APPROACH

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GOALS & APPROACH

GOALS

- Explain the Housing Information Management System (HIMS) and the importance of the program to those within APCHA.
 - Set the stage for APCHA client participation in the HIMS data collection effort.
- Educate the Aspen & Pitkin County residents about APCHA and the value it brings to the greater community.
- Establish APCHA as a transparent, data-driven, sustainable organization.

APPROACH

- Use HIMS education and outreach to support broader APCHA goals and communication.
- Highlight the connection between HIMS and APCHA participants' feedback and priorities.
- Place HIMS in context of larger organizational and program improvements.
- Focus on the benefits of HIMS to APCHA participants and the greater community; tie HIMS to the value of the housing program.



SURVEY RESULTS

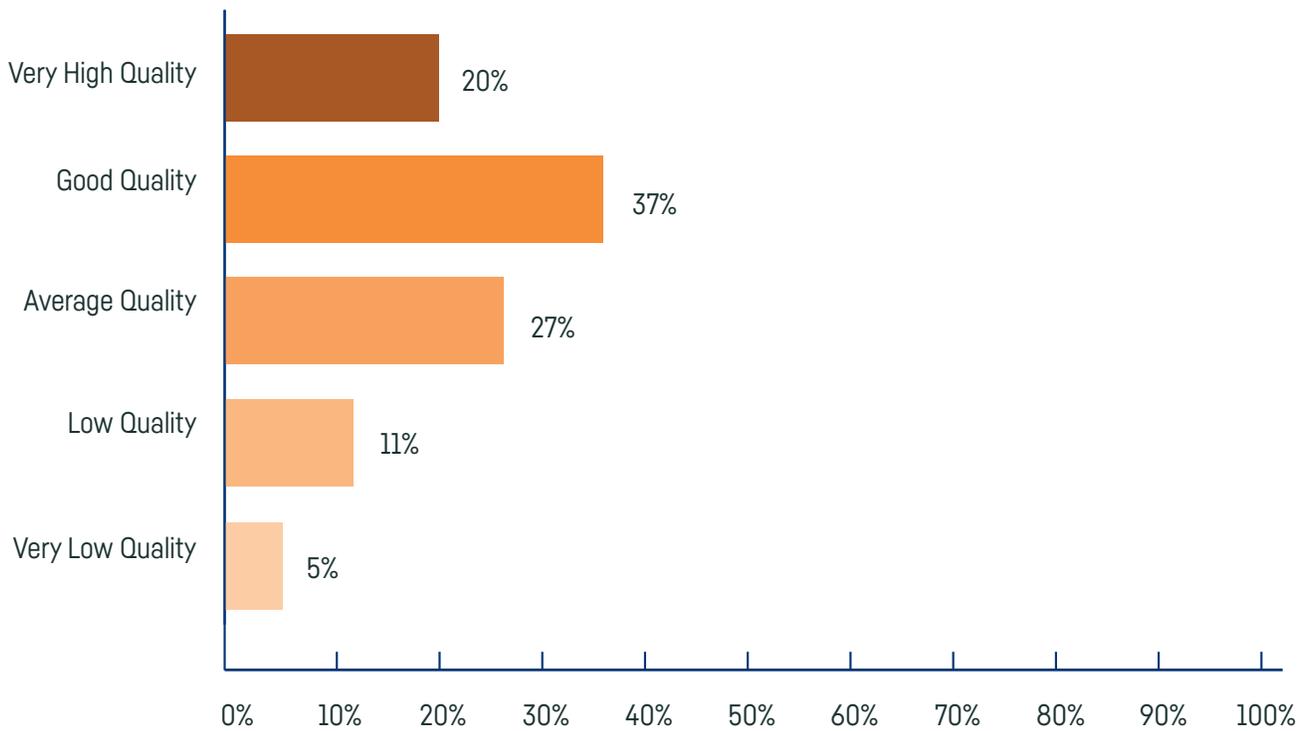


2

SURVEY RESULTS

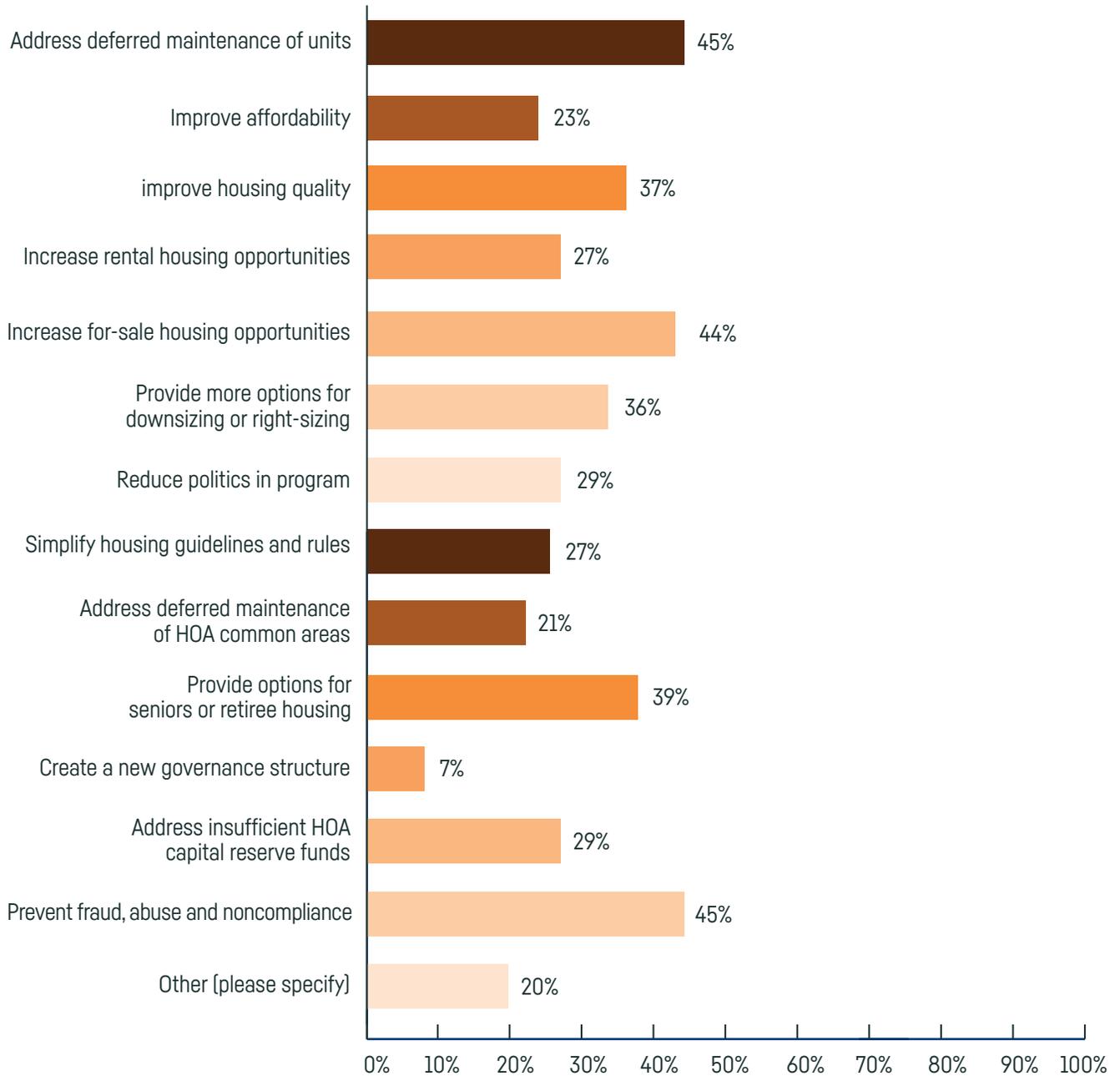
In 2018, APCA conducted an internal survey designed to understand who was currently within their housing program and any concerns they may have about the program. There were 575 responses received back. Here are some of the highlights.

How would you rate the quality of your APCA housing?



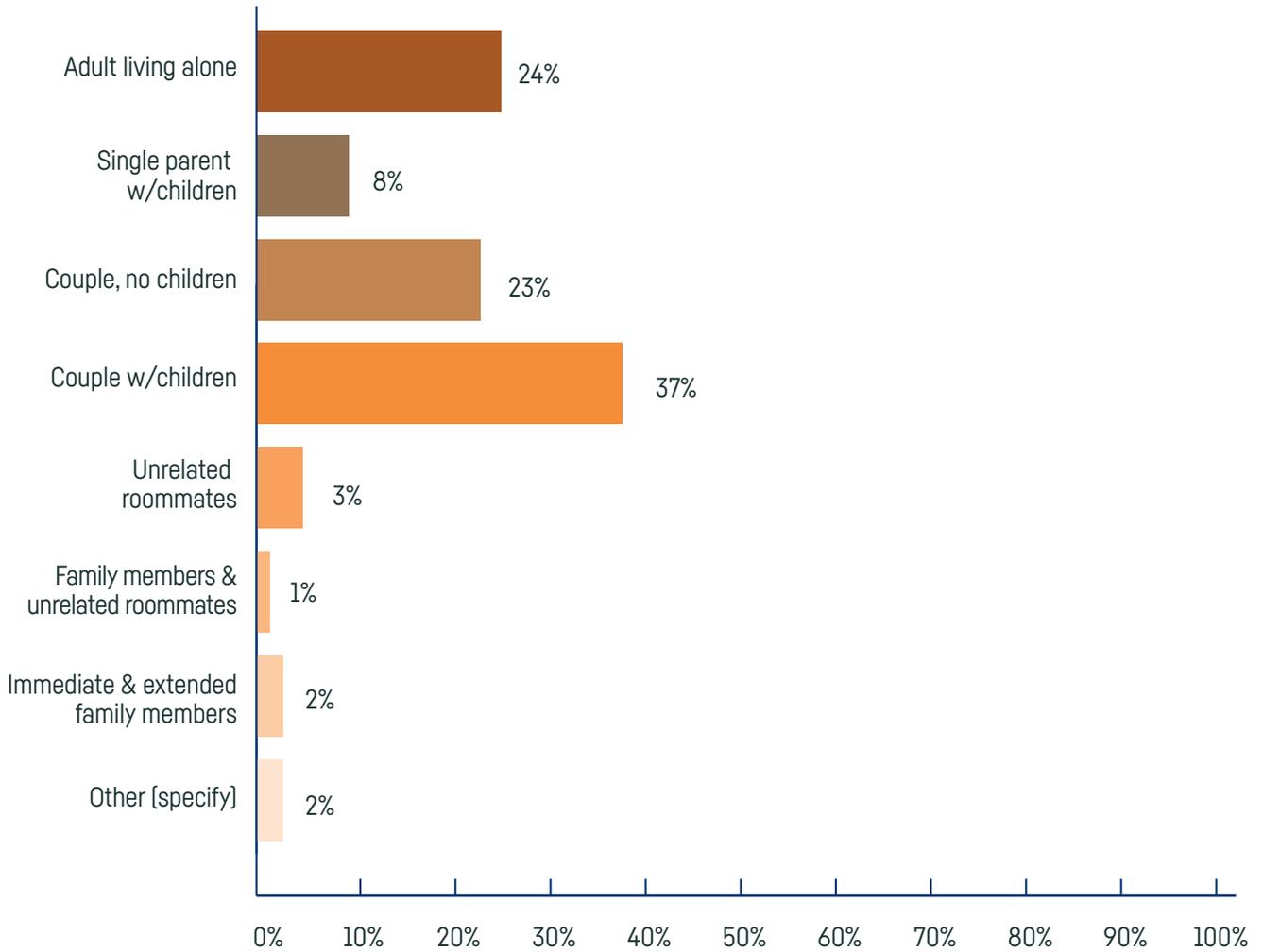
SURVEY RESULTS

Which of the following policy issues do you think are most important for APCA to focus its attention on? (Make up to five choices)



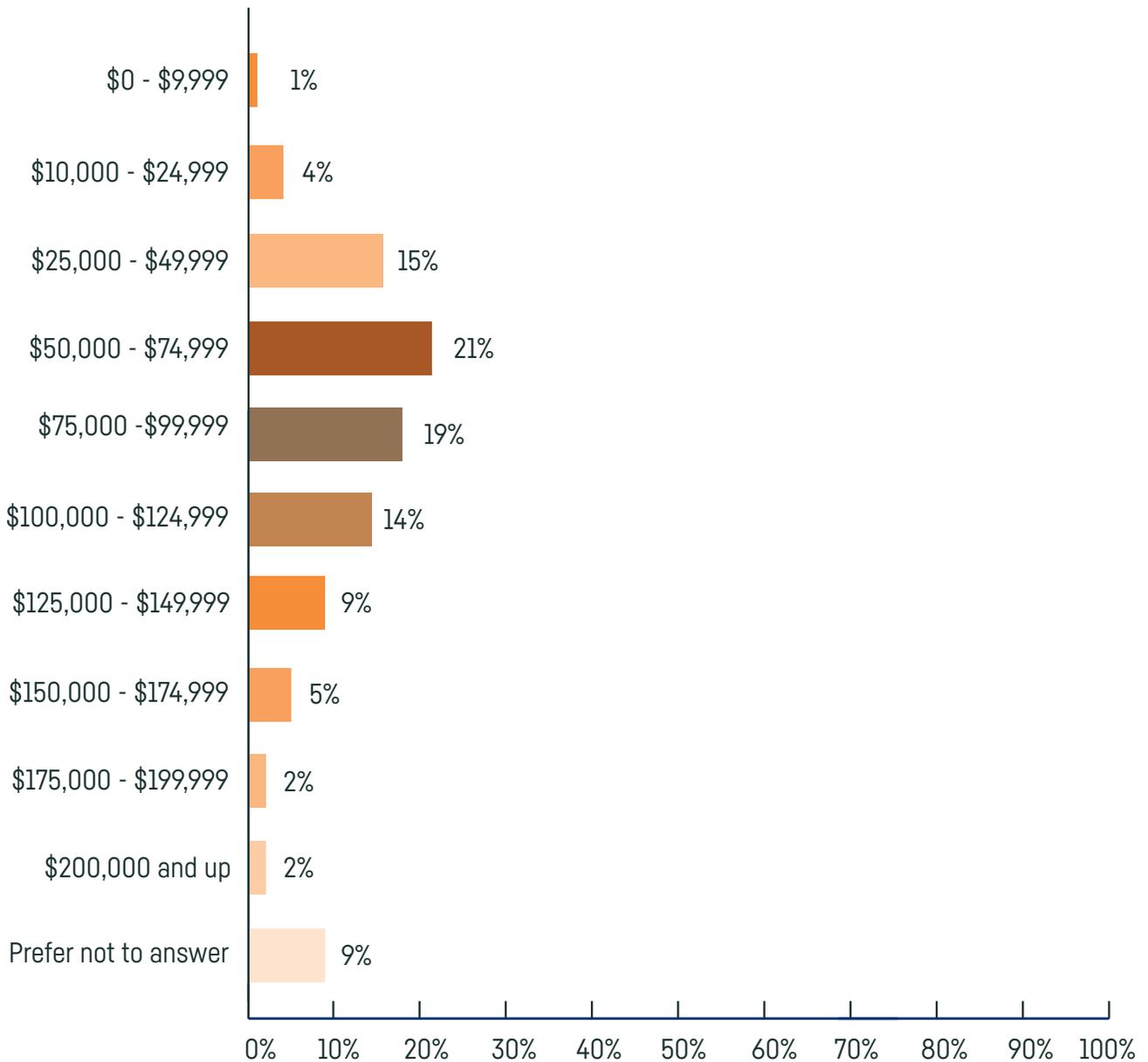
SURVEY RESULTS

Which of the following best describes your household?



SURVEY RESULTS

How much total combined money did all members of your HOUSEHOLD earn last year?





SWOT ANALYSIS

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SWOT ANALYSIS

STRENGTHS

- APCA is a national leader in providing and managing workforce housing.
- There is organizational commitment to communication and transparency.
- The City of Aspen, Pitkin County and the community as a whole have a vested social and economic interest in ensuring APCA is successful.
- Close relationship with the City of Aspen and Pitkin County provide access to existing, wide-reaching communication tools.

WEAKNESS

- Change is needed to become a data-driven, sustainable organization.
- A lack of data and information results in uninformed policy and business decisions.
- Close relationship with the City of Aspen and Pitkin County provide access to existing, wide-reaching communication tools.
- Recent news coverage around APCA has placed the organization in the center of political discourse and has focused on individual stories.

OPPORTUNITIES

- Create a consistent identity to increase awareness of APCA and its goals.
- Develop a consistent and reliable communication program to share information.
- Help communicate the importance of HIMS to those in APCA housing and those in the community.

THREATS

- Incorrectly communicating the goals could rely in backlash from those in APCA housing.
- The political climate has an impact [positive and negative] on how people perceive APCA.
- The uncertainty of APCA's governance structure and authority.
- APCA cannot efficiently or effectively manage the housing program without real-time information and statistics.
- It is next to impossible to demonstrate the housing program's value to the community without key performance indicators and data.

AUDIENCES



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AUDIENCES

PROGRAM PARTICIPANTS

Those within APCHA's program and housing are one of the most important audiences. Properly communicating the importance of HIMS and the positive program benefits with them will be key.

ASPEN CITY AND PITKIN COUNTY RESIDENTS

APCHA may be a large program in the region, but it doesn't mean that its programs are well known to those living in the area. Recent news has placed APCHA in the center of political discourse and has focused on recent evictions. Ensuring that the positive program features and impacts are properly communicated to the community is key.

ELECTED OFFICIALS AND ENGAGED STAKEHOLDERS

This group includes board members of APCHA, City and County officials and other program partners. They represent highly engaged residents and businesses, and this group is a key segment. It requires education as well as resources to empower them to act as ambassadors for sharing accurate information with the public.





FINDINGS & STRATEGIES

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KEY FINDINGS

RELATIONSHIPS ARE A TWO-WAY STREET

The relationship between APCHA as an organization and a program participant is a long-term commitment. Many participants view this relationship as starting and ending with the purchase/lease of an APCHA unit. APCHA needs to develop consistent communication with participants that goes beyond the annual data request and instead focuses on the day-to-day value and services the organization provides. Building a true relationship will also create better understanding of the responsibilities of being an APCHA program participant.

APCHA IS NOT THE CITY

There is a lot of confusion related to the difference between the City of Aspen, Pitkin County and APCHA. While the majority of the community is unconcerned with the nuance of governance and responsibility, it is important for them to understand funding sources. Also, building relationships with program participants requires APCHA to develop their own reputation built on credibility and accountability; this can only be done once the community understands that APCHA is not the City.

APCHA SUPPORTS THE WORKFORCE THAT CREATE COMMUNITY

APCHA's mission is to strengthen community through workforce housing. APCHA is not viewed as an affordable housing program, it's not viewed as a social service. It is a critical component to supporting the local economy, and creating an environment where real people can work and live. Without APCHA, Aspen becomes a mountain community like all the rest; a great place to visit, but you could never live there.

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STRATEGIES

- Develop a unique APCHA brand that is independent of the City of Aspen and Pitkin County. Create a sub-brand/identity for HIMS that is easier to understand and better captures the value to users.
- Tell stories of APCHA participants that focuses on their role in creating community AND in supporting the local economy through their work.
- Engage stakeholders in development of HIMS functionality, branding and messaging.
- Meet people where they are by providing easy access to information across platforms.
- Simplify messaging and visuals to allow for quick consumption of key messages.
- Leverage City and County officials and organizations, as well as APCHA Board members and partnering organizations as communication conduits.
- Leverage positive relationships with local media and the robust local media market to spread messaging.



KEY MESSAGES

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KEY MESSAGES

WHAT IS HIMS? [GENERAL]

- The Housing Information Management System (HIMS) is a digital enterprise management system that will improve the quality and certainty of APCHA data.
- HIMS is the most innovative change to the housing program since it was created.
- HIMS is critical for ensuring the long-term viability of APCHA.
- HIMS will provide the real-time data that policy makers, market participants and staff need to make more informed decisions.

FOR PARTICIPANTS

- HIMS is a system that will give you online access to all your APCHA data including valuations and deed restriction details.
- You'll have 24/7 access to securely perform all APCHA transactions via a self-service online tool.
- HIMS is a better way to keep up-to-date with important announcements and information from APCHA.
- You've told us that you'd like to see more accountability from the organization and from one another; HIMS will provide the data and analytics to help us reduce fraud and abuse.

FOR COMMUNITY

- HIMS is a system that will make it easier to find out when properties are available or will be coming on the market.
- HIMS will give you a better understanding of the variety of APCHA housing options and their specific deed requirements.
- HIMS will help turnover inventory more frequently and efficiently.

FOR ORGANIZATION

- HIMS will help APCHA be more accountable to our community as it will provide key performance indicators and data that demonstrate the value of the program.
- HIMS will provide real-time data and analytics; without it, management and oversight of APCHA's 3,000 units has been difficult to monitor and track with any certainty or reliability.

ABOUT APCHA

- APCHA is strengthening our community through workforce housing.
- Aspen remains one of the most expensive housing markets in the country making it difficult to attract and retain seasonal and year-round employees to the area.
- APCHA is critical to ensuring that people from all walks of life have a place where they can live, work and build community.
- APCHA is the supportive foundation of our workforce, which drives our local, year-round community and economy.
- HIMS is one of many improvements the organization will implement to ensure the long-term sustainability of affordable workforce housing. In addition to HIMS, APCHA is moving forward with:
 - The goal of attaining 100% compliance (for example fine system and third-party hearing officer).
 - Building an organizational culture of accountability and continuous improvement.
 - Overhauling the employee housing guidelines per the 2016 Policy Study.

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