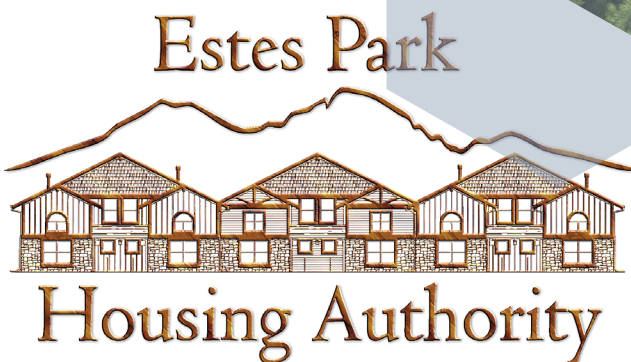


Estes Park Housing Authority

Strategic Plan Summary: 2025- 2027



Strategic Plan Summary for the Estes Park Housing Authority (EPHA) 2025 - 2027

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Introduction:

The 2025–2027 Strategic Plan Summary for the Estes Park Housing Authority (EPHA) provides a comprehensive roadmap to address the evolving housing needs of our community. Rooted in our mission to foster balanced and sustainable living opportunities for individuals and families of low and moderate income, this plan outlines clear strategies to expand affordable housing options, build community trust, and enhance our organizational capacity.

Through this plan, EPHA aims to create a thriving, diverse Estes Park community by prioritizing impactful projects, developing strong partnerships, and engaging with stakeholders to shape a more equitable housing landscape. Guided by our core values of accountability, collaboration, integrity, innovation, and equity, we are committed to achieving sustainable solutions that ensure every member of our community has access to stable, attainable housing.

This strategic plan builds on EPHA's history of service while embracing new opportunities to grow and innovate. It includes actionable goals within five key focus areas—project prioritization, staff and board development, financial sustainability, community engagement, and partnership collaboration. These goals are supported by operational themes and measurable success metrics to ensure accountability and transparency.

This strategic plan will be incorporated into EPHA's 2025 operating plan, ensuring that its focus areas and expanded goals are directly aligned with day-to-day operations. Specific initiatives will be translated into actionable tasks, timelines, and departmental responsibilities, providing a clear framework for achieving the organization's annual objectives. Regular review cycles and a defined reporting structure will be established to monitor progress and adapt as needed. Additionally, the operating plan will allocate the necessary resources—staffing, financial, and technological—to prioritize the successful implementation of this strategic vision.

With the 2025–2027 plan, EPHA is well-positioned to lead impactful housing initiatives that empower residents, attract a vibrant workforce, and strengthen the Estes Park community for generations to come.

Mission:

In order to ensure a balanced and sustainable community the Estes Park Housing Authority creates and facilitates housing opportunities and services for persons of low and moderate income.

Vision:

The Estes Park Housing Authority fosters innovative housing solutions in collaboration with our community partners, allowing all members of our community to thrive through stable and attainable housing.

Core Values:

- Accountability
- Commitment
- Collaboration
- Integrity
- Innovation
- Knowledge
- Equity
- Accessibility

Strategic Focus Areas and Expanded Goals

1. Prioritize Projects and Opportunities Based on Impact and Need, Timing, and Resources.

Objective:

Maximize impact and efficiency by strategically prioritizing housing projects that align with the community's greatest needs and available resources.

Expanded Goals:

- **Formalize Prioritization Framework:**
Develop a transparent process to prioritize projects based on factors such as affordability, impact, timing, resource availability, and community needs.
- **Baseline Metrics Development:**
Establish and track metrics to assess the success of housing projects, including:
 - Review Frequency
 - Number of housing units developed.
 - Affordability levels achieved (e.g., Area Median Income thresholds).
 - Community impact measures (e.g., workforce retention).
- **Advance Key Projects:**
 - **Fish Hatchery Project:** Create a roadmap for diversified development at this site, incorporating sustainability diversity of housing options.
 - **Riverside Subdivision:** Advance development processes with a focus on affordability and long-term community benefit through home ownership.
- **Pipeline Management:**
Maintain a live project pipeline to track and categorize opportunities for funding, development readiness, and strategic alignment.
- **Housing Program Development**
 - Establish housing program framework for specific areas of focus.

Implementation Strategy:

- Host regular planning meetings to evaluate progress and reprioritize as needed.
 - Seek community input on proposed developments to align with public expectations and needs.
 - Leverage partnerships for funding, technical expertise, and resource-sharing.
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2. Develop Engaged, Talented, and Trained Staff and Board

Objective:

Build a high-performing, diverse team and board to ensure strong governance, leadership, and operational excellence.

Expanded Goals:

- **Employer of Choice:**
Position EPHA as a top employer in the region through competitive salaries, benefits, professional development opportunities, and a culture of growth and inclusivity.
- **Staff Development:**
 - Offer training programs on housing policy, compliance, and leadership skills.
 - Implement clear career pathways and succession planning for key roles.
- **Board Onboarding and Development:**
 - Create a formal onboarding process for new board members, including training on EPHA's mission, operations, and strategic goals.
 - Establish board committees with specific charters and measurable objectives.
- **Operational Excellence:**
 - Strengthen internal workflows, policies, and procedures to enhance efficiency.
 - Develop a comprehensive employee handbook and policy guide.
 - Develop centralized staff resource for agency information and guides.

Implementation Strategy:

- Conduct regular performance reviews and satisfaction surveys for staff and board members.
 - Facilitate team-building retreats and workshops to strengthen collaboration.
 - Establish a mentorship program pairing experienced board members with new members.
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3. Enhance Financial Sustainability

Objective:

Diversify revenue streams and integrate risk management practices to ensure the long-term financial health of EPHA.

Expanded Goals:

- **Funding Diversification:**
 - Secure grants, philanthropic donations, and state/federal funding for specific housing programs.
 - Explore innovative financing mechanisms such as community land trusts, housing bonds, or public-private partnerships.
- **Risk Management:**
 - Incorporate risk management principles into project planning to mitigate financial and operational risks.
 - Regularly review financial policies and procedures for compliance and effectiveness.
- **Revenue Growth:**
 - Ensure rent structure strikes balance to maintain affordability while ensuring adequate funding for EPHA operations and support.
 - Develop efficient workflows and processes for housing and maintenance operations.
 - Evaluate potential for offering housing-related consulting/development services to other organizations.

Implementation Strategy:

- Develop a 3-5 year financial plan with clear revenue targets and risk mitigation strategies.
 - Create a funding calendar to track grant application deadlines and other funding opportunities.
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4. Educate and Engage the Community

Objective:

Build trust and understanding within the community about EPHA's mission, increasing awareness and support for housing initiatives.

Expanded Goals:

- **Increase Awareness:**
 - Define measurable outcomes for community engagement (e.g., increased attendance at forums, website traffic, or social media reach).
 - Launch a public awareness campaign highlighting the benefits of affordable housing for the Estes Park economy and community.
- **Develop a Public Relations (PR) Plan:**
 - Create a 12-month roadmap for PR initiatives, including events, press releases, newsletters, and digital outreach.
 - Focus on storytelling by sharing real-life examples of individuals and families benefiting from EPHA housing programs.
- **Engagement Events:**
 - Host quarterly community forums, open houses, and information sessions.
 - Organize workshops to educate residents and stakeholders on housing affordability challenges and solutions.

Implementation Strategy:

- Partner with local media outlets and influencers to amplify the message.
- Develop partnerships with schools, businesses, and civic organizations to expand outreach.

5. Collaborate with Community Partners

Objective:

Foster meaningful partnerships with local organizations, businesses, and government entities to advance EPHA's mission and amplify impact.

Expanded Goals:

- **Identify Key Partners:**
 - Map out existing and potential partnerships, including businesses, non-profits, and local governments.
- **Formalize Partnerships:**
 - Develop Memorandums of Understanding (MOUs) or other formal agreements with key partners to align goals and responsibilities.
- **Influence Public Policy:**
 - Work with local and state policymakers to advocate for housing-friendly policies, such as zoning reforms, funding allocations, and incentives for affordable housing.
- **Collaborative Projects:**
 - Partner with organizations on co-development opportunities, shared resources, or joint community engagement efforts.

Implementation Strategy:

- Schedule regular meetings with partners to align goals and progress.
 - Actively participate in regional housing coalitions or initiatives to strengthen advocacy efforts.
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Operational Themes for Success

1. **Prioritizing and Planning:** Align resources and timelines with strategic goals for maximum efficiency.
 2. **Engagement:** Deepen relationships with the community through transparent communication and collaboration.
 3. **Partnerships:** Leverage collective resources and expertise to scale impact.
 4. **Data-Driven Decisions:** Use metrics and analytics to guide development, engagement, and operations.
 5. **Inclusivity and Accessibility:** Ensure all initiatives reflect the diverse needs of Estes Park residents.
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Metrics for Success

- **Housing Impact:** Number of units developed, affordability levels achieved, and resident satisfaction.
 - **Community Engagement:** Attendance at events, feedback scores, and public support for housing initiatives.
 - **Financial Health:** Revenue growth, funding diversity, and risk management benchmarks.
 - **Staff and Board Development:** Retention rates, training participation, and performance outcomes.
 - **Partnership Effectiveness:** Number and depth of collaborations, joint projects, and shared outcomes.
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Timeline and Milestones

Phase 1 (0–6 months):

- Establish metrics and prioritization frameworks.
- Launch PR plan and increase community engagement.
- Finalize onboarding and policy updates for staff and board.

Phase 2 (6–12 months):

- Begin development of at least one new housing project.
- Finalize Operational Standards and Resources
- Host quarterly forums and events to strengthen public awareness and support.

Phase 3 (12+ months):

- Expand housing pipeline and diversify funding mechanisms.
- Formalize long-term plans for Fish Hatchery and other key sites.
- Evaluate progress and adjust strategies through data-driven reviews.

This comprehensive strategy positions the Estes Park Housing Authority to address pressing housing needs, foster community collaboration, and ensure long-term sustainability, creating a brighter future for Estes Park and its residents.