

WEST MOUNTAIN REGIONAL  
**HOUSING**  
COALITION

STRATEGIC OPERATIONS PLAN  
2023 – 2026

**OUR PURPOSE:**

*We believe a regional approach that leverages the skills and resources of our communities is the foundation for increasing affordable housing.*

**OUR VALUES:**

- **Equity** – we advance impactful solutions designed to remove obstacles to affordable housing access.
- **Regionalism** – we demonstrate benefit to all communities in the region.
- **Innovation** – we bring new and creative solutions to meeting the need.
- **Collaboration** – we value and include complimentary initiatives to advance shared goals.
- **Integrity** – we are transparent in our goals, strategies and outcomes.

**OUR REGION:**

- **WMRHC serves those in Pitkin County, Garfield County and South Western Eagle County.**

**OUR TARGET POPULATION:**

- **WMRHC serves those working for or retired from local employment, who are unable to afford free market housing and where housing costs represent 30% or more of their household income.**

**OUR GOVERNANCE:**

- **WMRHC is a membership-based organization that strives to support members' regional affordable housing community interests and priorities.**

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**OUR APPROACH:**

- **WMRHC is a regional program and service provider with awareness of complimentary solutions/initiatives.**
- **WMRHC is a support to existing affordable housing projects and initiatives.**
  - a. **Local Government**
  - b. **Quasi-Governmental**
  - c. **Nonprofits**
  - d. **Private Sector**
- **WMRHC is committed to developing a process for intentionally partnering with complimentary solutions and initiatives.**
  - a. **Local Government**
  - b. **Private Sector**
  - c. **Nonprofit Sector**
  - d. **Quasi-Governmental Organizations**
  - e. **Sustainability Organizations**

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**OUR GOALS & STRATEGIES:**

1. Increase in the number of affordable housing units by 35 by 2026.
  - A. Complete a comprehensive ownership, rental and vacancy rate affordable housing inventory assessment to by October 2023.
  - B. Implement a Buy-Down Program that delivers 30 affordable housing units by 2026.
  - C. Implement an Accessory Dwelling Unit Program that delivers 5 affordable housing units by 2026.
  
2. Increase the number of households benefitting from WMRHC programs by X by 2026.
  - A. Complete an equity focused community engagement strategy for informing an inclusive affordable housing inventory assessment by October 2023.
  - B. Implement a Rental Funds Program that delivers X affordable housing units by 2026.
  - C. Implement a Land Banking Program to create X affordable housing units by 2026.
  - D. Facilitate implementation of Land Use Code Changes to increase the number of affordable housing units annually by X% from 2022 inventory baseline.
  
3. Increase in the amount of funding for WMRHC operating budget 30% annually, across diverse funding resources.
  - A. Implement a fundraising development plan for achieving \$1MM in program and \$250K in operating revenue annually.
  - B. Develop and implement a fee-based membership program structure to generate \$200,000 of operating revenue annually.
  - C. Establish and execute a fee-for-service administrative services program to generate \$100,000 operating revenue annually.
  
4. Develop a brand identity by 2026.
  - A. Implement a marketing and communications plan (website, social media, public relations) for advancing public awareness of WMRHC by X% annually from 2023 to 2026.
  - B. Advise on or provide policy advocacy initiatives to deliver X additional affordable housing units annually.
  - C. Align with regional initiatives to deliver X additional affordable housing units between 2023 and 2026.

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5. **Ensure a strong and resilient board and staff.**
  - A. **Recruit and hire an operational leader to develop, implement and manage the organization programs by September 2023.**
  - B. **Recruit and hire an executive leader to lead and manage the organization's strategic, fundraising and community partnership initiatives by September 2024.**
  - C. **Refine by-laws to align with the most appropriate governance structure to meet organizational need by January 2024.**
  - D. **Establish a board handbook outlining best practice recruitment, training and best practices by March 2024.**
  - E. **Establish organizational policies and procedures by June 2024.**
  - F. **Establish a staff handbook by September 2024.**

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**2023 Priorities:**

1. Complete a comprehensive ownership, rental and vacancy rate affordable housing inventory assessment to by October 2023.
2. Complete an equity focused community engagement strategy for informing an inclusive affordable housing inventory assessment by October 2023.
3. Recruit and hire an operational leader to develop, implement and manage the organization programs by September 2023.
4. Implement a marketing and communications plan (website, social media, public relations) for advancing public awareness of WMRHC by X% annually from 2023 to 2026.
5. Advise on or provide policy advocacy initiatives to deliver X additional affordable housing units annually.
6. Align with regional initiatives to deliver X additional affordable housing units between 2023 and 2026

**2024 Priorities:**

1. Implement a Buy-Down Program that delivers 30 affordable housing units by 2026.
2. Implement an Accessory Dwelling Unit Program that delivers 5 affordable housing units by 2026.
3. Refine by-laws to align with the most appropriate governance structure to meet organizational need by January 2024.
4. Establish a board handbook outlining best practice recruitment, training and best practices by March 2024.
5. Establish organizational policies and procedures by June 2024.
6. Recruit and hire an executive leader to lead and manage the organization's strategic, fundraising and community partnership initiatives by September 2024.
7. Establish a staff handbook by September 2024.
8. Implement a fundraising development plan for achieving \$1MM in program and \$250K in operating revenue annually.
9. Develop and implement a fee-based membership program structure to generate \$200,000 of operating revenue annually.
10. Establish and execute a fee-for-service administrative services program to generate \$100,000 operating revenue annually.
11. Implement a marketing and communications plan (website, social media, public relations) for advancing public awareness of WMRHC by X% annually from 2023 to 2026.
12. Advise on or provide policy advocacy initiatives to deliver X additional affordable housing units annually.
13. Align with regional initiatives to deliver X additional affordable housing units between 2023 and 2026

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**2025 Priorities:**

1. Implement a Rental Funds Program that delivers **X** affordable housing units by **2026**.
2. Implement a Land Banking Program to create **X** affordable housing units by **2026**.
3. Facilitate implementation of Land Use Code Changes to increase the number of affordable housing units annually by **X%** from **2022 inventory baseline**.
4. Implement a marketing and communications plan (website, social media, public relations) for advancing public awareness of WMRHC by **X%** annually from 2023 to 2026.
5. Advise on or provide policy advocacy initiatives to deliver **X** additional affordable housing units annually.
6. Align with regional initiatives to deliver **X** additional affordable housing units between 2023 and 2026