



REGIONAL LA
HOUSING PLATA
ALLIANCE COUNTY

Agenda

RHA Board of Directors

June 25 ~ 2:00-3:00 p.m.

Webinar Video/Phone Conference Info:

<https://zoom.us/j/97922231543>

Or by Telephone:

US: +1 669 900 6833, Webinar ID: 979 2223 1543

A. Call Meeting to Order

B. Roll Call – Quorum Determination

C. Approval of the Agenda

D. Consent Agenda

1. Action: **Approve the Consent Agenda**

a) **January 27, 2020** Minutes

b) **May 2020 Financial Statements** as prepared by Jessica Laitsch

Proposed Motion: Approve the Consent Agenda.

E. Old Business

1. Action: **December 2019 Corrected Financial Statements** as prepared by Jessica Laitsch

Proposed Motion: Approve the corrected December 2019 Financial Statements.

F. Public Hearing

1. A Public Hearing on the Proposed 2021 Budget

G. New Business

1. Action: **2021 Budget – Resolution 2020-03 Adopting a Budget and Resolution 2020-04 Appropriating Sums of Money**

Proposed Motion: Adopt the 2021 Budget.

2. Action: **2020 Audit Exemption**

Proposed Motion: Authorize the SWCCOG staff to complete required documentation to request a 2020 audit exemption from the State Auditor in January 2021.

3. Action: **Election of Officers**

Proposed Motion: Elect a President.

Proposed Motion: Elect a Vice-President.

Proposed Motion: Elect or Re-elect Mark Garcia as Secretary/Treasurer.

H. Discussion

1. 2019 audit exemption – The State is processing the request, indicated that we should receive a response by the end of June 2020.
2. Next steps for RHA
3. Transfer of Revolving Loan Fund

I. Partner Reports & Public Comment

1. Ignacio
2. City of Durango
3. La Plata County
4. Bayfield
5. Public comments

Adjournment

The next RHA Board meeting will be held in **January 2021**.

About Public Comments

The Board welcomes public participation in the Board meetings. Individuals wishing to address the Board under Public Comment are asked to please notify either the Chair of the Board or the Clerk to the Board upon their arrival at the meeting. Public Comment will be taken as time permits. Comments shall be limited so that everyone may be heard. This item is limited to matters under the jurisdiction of the Board, which are not on the posted agenda and items which have not already been considered by the Board. The Board limits testimony on matters not on the agenda to 3 minutes per person and not more than 20 minutes total unless the Board approves an extended time as part of the agenda. No formal action may be taken at the meeting on matters addressed at Public Comment. Comments on matters on the current agenda will be taken following discussion of each item by the Board.

Minutes
RHA Board of Directors
January 27, 2020 ~ 11:00-12:00 p.m.
295 Girard Street, Durango

A. Call Meeting to Order

B. Roll Call – Quorum Determination

Julie Westendorff – La Plata County
Chris La May – Town of Bayfield
Kevin Hall – City of Durango
Mark Garcia – Town of Ignacio
Mike Segrest – La Plata County
Lisa Bloomquist Palmer - HomesFund
Elizabeth Salkind – Housing Solutions for the Southwest
Miriam Gillow-Wiles – Southwest Colorado Council of Governments
Jessica Laitsch - Southwest Colorado Council of Governments

The meeting began at 11:05 a.m.

C. Approval of the Agenda

Chris La May motioned to approve the agenda, Mark Garcia seconded, unanimously approved.

D. Consent Agenda

1. Action: **Approve the Consent Agenda**
 - a) **June 27, 2019** Minutes
 - b) **December 2019** Financial Statements as prepared by Jessica Laitsch
Proposed Motion: Approve the Consent Agenda.

Julie mentioned that there were a couple minor changes to the minutes.

Jessica reported that there were changes to the financials, specifically that the insurance payments in 2018 and 2019 had been identified as prepaid liability rather than as paid. Julie asked that the record show the expense was reported incorrectly in 2018.

Chris La May motioned to remove the financials from the consent agenda, Mark Garcia seconded, unanimously approved.

Chris La May motioned to approve the consent agenda, Mark Garcia seconded, unanimously approved with Kevin Hall abstaining.

E. Old Business

F. New Business

Financial statements – Chris summarized that the prepaid liability was overstated in the 2018 financial statements and was corrected in the 2019 balance sheet. Mark asked for clarification that the original figure represented the cost for two years. Jessica confirmed that is correct.

Chris La May motioned to correct a mistake in the 2018 year-end financials, Mark Garcia seconded, unanimously approved.

Mark asked for confirmation that this was paid in 2018. Jessica replied that the expense had been paid each year. Mark asked for clarification why the totals over the years don't equal the total for the prepaid liability. There was discussion about the unexplained remaining prepaid liability.

Chris La May motioned to continue the consideration of the December 2019 financials to the June 2020 meeting with clarification on the outstanding amounts reflected in prepaid liability, Kevin Hall seconded, unanimously approved.

1. Action: 2019 Audit Exemption

Proposed Motion: Approve the 2019 Audit exemption request, including Resolution 2020-01, prepared by Jessica Laitsch.

Jessica explained that the Board had previously stated its desire to request an audit exemption. Julie asked for clarification whether Jessica qualifies as a person skilled in governmental accounting. Jessica described her experience and stated that Sara was willing to submit the application if the Board preferred. Kevin asked about the potential cost of an audit. Jessica replied that the cost in 2018 was \$8,000. Julie pointed out that if the organization were to expand, there would likely be a desire at that point to have the books reviewed. There was discussion about how far back the prepaid liability amount would have appeared and whether it was addressed in the last audit.

Mark Garcia motioned to approve Resolution 2020-01 for exemption from the audit prepared by Jessica Laitsch, Chris La May seconded, unanimously approved.

2. Action: Agreement to Transfer Revolving Loan Fund

Proposed Motion: Approve the transfer of the Revolving Loan Fund to HomesFund with signature authority to the Board President.

Lisa explained that the EIAF grant required that the Revolving Loan Fund be held for 10 years after the original agreement, the agreement between the RHA and the HomesFund anticipated a transfer of the Fund in late 2020. The State has confirmed that the 10 year period was completed in 2019. She added that HomesFund is currently managing a large part of the processing for the Fund. The intent is to continue redeploying the money into the community. Julie asked if the loan funds are currently liquid. Lisa replied the funds are held by the RHA. She added that the loans are held by the RHA, but the HomesFund is managing the paperwork and working with clients.

Chris asked about the intended action. Lisa replied that the action is to modify the transfer date to be sooner. There was discussion about why the contract had been written as it was.

Mark asked if it would be useful to have these assets if the RHA chose to become more active. Kevin asked if the funds were transferred to HomesFund, whether they would be restricted. Lisa replied that they would be Board restricted, and further restrictions could be added if desired. These funds would continue to be used for mortgage assistance. Kevin asked about administrative overhead. Lisa replied that it is minimal. She added that they could restrict the fund to only be used for the intended purpose and only within La Plata County.

Mike asked if this would make the RHA dormant. Julie opined that it is important to consider the future of the RHA and whether that means keeping the loans, but keeping in mind that the HomesFund may be incurring costs managing the loans. There was discussion about the previous intent for the future of the organization. There was discussion about transferring the loan portfolio versus transferring the cash from the loan funds. Julie suggested setting another meeting date to discuss the transfer of the loan portfolio and/or the cash. Mark pointed out that the RHA is a taxing entity, suggesting that any discussion include what services are provided in the community to not duplicate. Lisa mentioned that both RHA and HomesFund could bring in affordable housing funding. Elizabeth mentioned that there are various aspects to addressing affordable housing. There was discussion about changing general views on housing in the community. Julie suggested holding an RHA meeting in the spring to include larger discussion of the future of RHA.

Miriam suggested staff working with HomesFund and Housing Solutions, Julie said she would prefer member agency staff to be included in discussions. Kevin suggested that meaningful discussions may take more time. There was discussion about the revolving funds and shared appreciation, both are held in the restricted fund, but the restriction expired with the 10 year grant period. There was discussion about how the HomesFund might be able to or wish to use the monies, such as for grant match. Julie suggested setting up meetings between the various entities, including government staff, to discuss asset transfers prior to the next RHA meeting. Kevin suggested it may be prudent to take more time. Mark suggested that the primary drivers in this discussion would be La Plata County and the City of Durango. Julie suggested that staff begin discussions in the next few months to discuss options, perhaps something like loaning monies or a partial transfer. Chris pointed out that staff would typically develop possible alternatives for presentation to a board. Kevin reiterated this point. There was general consensus for COG staff to facilitate discussions about alternatives concerning the transfer of EIAF funds. Mike asked why the RHA has not contracted to manage the loans. Julie replied that this was how it was previously set up. There was discussion about staff exploring options.

Mark Garcia motioned to move this item to the June meeting, Kevin Hall seconded, unanimously approved.

3. Action: Resolution 2020-02

Proposed Motion: Approve Resolution 2020-02 adding signors on certain bank accounts.

Julie stated that she can remain a signer until January. Kevin stated that the bank should be TBK Bank. Mark nominated Kevin and Julie.

Mark Garcia motioned for Kevin Hall and Julie Westendorff to be the signors on the bank accounts, Chris La May seconded, unanimously approved.

Mark Garcia motioned to approve corrected Resolution 2020-02, noting TBK Bank rather than First National Bank and designating signature authority to the Chair, Chris La May seconded, unanimously approved.

G. Discussion

1. Update on loan in bankruptcy

Lisa reported that the home was excluded from the bankruptcy, so neither the loan nor collateral is in jeopardy.

2. Next steps for RHA

3. Agenda for June 2020 meeting

The next meeting date will be set via Doodle poll.

H. Partner Reports & Public Comment

1. Ignacio

Mark reported that elections are coming up.

2. City of Durango

Kevin reported that the City will be doing a Housing Plan update.

3. La Plata County

Julie reported the County is working on land use code revisions.

4. Bayfield

Chris reported that Fox Farm Village is running out of land.

5. Public comments

Adjournment 12:54 pm

The next RHA Board meeting will be held in **June 2020**.

Regional Housing Alliance of La Plata County
Balance Sheet
As of May 31, 2020

	May 31, 20
ASSETS	
Current Assets	
Checking/Savings	
Operating Funds (Unrestricted)	
1000 · Operating Account	42,615.65
Total Operating Funds (Unrestricted)	42,615.65
Loan Funds (Restricted)	
1006 · LPC MA Revolving Loan Fund	
LPC MA Revolving LF Interest In	1,573.70
LPC MA Revolving LF - EIAF	248,997.71
Total 1006 · LPC MA Revolving Loan Fund	250,571.41
Total Loan Funds (Restricted)	250,571.41
Total Checking/Savings	293,187.06
Other Current Assets	
1400 · Prepaid Expenses	
1400.1 · Prepaid Liability	882.54
Total 1400 · Prepaid Expenses	882.54
Total Other Current Assets	882.54
Total Current Assets	294,069.60
Other Assets	
Notes Receivable	
1950 · EIAF Loans	
1956 · EIAF N/R- Loan #68-01-01	76,000.00
1952 · EIAF N/R- Loan #73-01-01	80,000.00
1951 · EIAF N/R- Loan #74-01-01	14,450.00
1960 · EIAF N/R- Loan #79-01-01	50,000.00
1957 · EIAF N/R- Loan #100-01-01	61,583.00
1964 · EIAF N/R- Loan #118-01-01	15,000.00
Total 1950 · EIAF Loans	297,033.00
1999 · Allowance for Losses on Loans	(33,224.00)
Total Notes Receivable	263,809.00
Total Other Assets	263,809.00
TOTAL ASSETS	557,878.60
LIABILITIES & EQUITY	
Equity	
2050 · Beginning Net Assets	(1,190,409.10)
2051 · Invested In Capital Assets	250,470.00
2052 · Restricted Net Assets	1,386,513.60
2053 · Unrestricted Net Assets	(8,826.96)
2054 · Reserved for Emergencies	22,500.00
2055 · Assigned Operating Fund	100,000.00
Net Income	(2,368.94)
Total Equity	557,878.60
TOTAL LIABILITIES & EQUITY	557,878.60

Regional Housing Alliance of La Plata County
Profit & Loss
January through May 2020

	<u>Jan - May 20</u>
Ordinary Income/Expense	
Income	
3000 · Unrestricted Revenues	
3121 · Interest Income - Bank Accounts	305.44
Total 3000 · Unrestricted Revenues	305.44
3001 · Temp Restr Operating Revenues	
3210 · Shared Appreciation Income	3,012.26
Total 3001 · Temp Restr Operating Revenues	3,012.26
Total Income	3,317.70
Expense	
4080 · Liability Insurance	630.39
4315 · Professional Services	
4398 · Prof'l Services - Admin Fee	5,000.00
4322 · Prof'l Services- Legal Fees	56.25
Total 4315 · Professional Services	5,056.25
4337 · Release Fees	0.00
Total Expense	5,686.64
Net Ordinary Income	(2,368.94)
Net Income	<u>(2,368.94)</u>

December 2019 Corrected Financials

To: Regional Housing Alliance of La Plata County Board of Directors
From: Jessica Laitsch
Date: 16 June, 2020

Comments: At the RHA Board meeting on January 27, staff presented the Board with a set of financials that had been corrected immediately before the meeting. There were a number of questions concerning the changes, so consideration of approval of the financials was continued to the June meeting.

The issue at hand concerned insurance as a prepaid liability. Prepaid insurance is the fee associated with an insurance contract that has been paid in advance of the coverage period. Thus, prepaid insurance is the amount expended for an insurance contract that has not yet been used through the passage of the time period stated in the contract. Prepaid insurance is treated in the accounting records as an asset, which is gradually charged to expense over the period covered by the related insurance contract. Prepaid insurance is commonly recorded, because insurance providers prefer to bill insurance in advance. If a business were to pay late, it would be at risk of having its insurance coverage terminated.

Prepaid insurance is usually charged to expense on a straight-line basis over the term of the related insurance contract. When the asset is charged to expense, the journal entry will debit the insurance expense account and credit the prepaid insurance account. Thus, the amount charged to expense in an accounting period is only the amount of the prepaid insurance asset ratably assigned to that period.¹

In the instance of the RHA's 2019 financials, \$1,514 was paid for general liability insurance in January 2019. In each month of 2019, there should have been a journal entry moving \$126.16 from the prepaid liability account into the insurance expense account. If this had been done, by December 2019 the total \$1,514 would have shown as insurance expenses for the year 2019.

In 2018, the total cost for general liability insurance was \$1,275. This cost had previously been shown in the prepaid liability, by the end of 2018 this entire amount should have been moved to the insurance expenses account line.

In 2017, the Audited Financial Statements show prepaid expenses in the amount of \$0. For the first half of 2017, \$167.17 had been moved to the expense line each month, for a total of \$1003.02. In December 2017 \$1002.98 was moved "to expense the remainder of the insurance paid." However, the adjustment made in December was from a different prepaid expense account line than the bill was charged to. This means that one prepaid liability line equals \$1,002.98 and another equals -\$1,002.98, the sum of the two is \$0. Staff proposes that the Board authorize a correction to the adjustment made in December 2017 to move the expense from the correct prepaid

December 2019 Corrected Financials

liability line, this change will align the Quickbooks records with the 2017 Audited Financial Statements.

Now that staff is aware that this has been an issue, and how to properly manage these expenses, the movement of these charges from prepaid liability to insurance expenses will be included as part of our regular management of the RHA's financials.

¹AccountingTools.com. (2019, July 3). Retrieved from <https://www.accountingtools.com/articles/what-is-prepaid-insurance.html>

Regional Housing Alliance of La Plata County
Balance Sheet
As of December 31, 2019

	Dec 31, 19
ASSETS	
Current Assets	
Checking/Savings	
Operating Funds (Unrestricted)	
1000 · Operating Account	49,212.83
Total Operating Funds (Unrestricted)	49,212.83
Loan Funds (Restricted)	
1006 · LPC MA Revolving Loan Fund	
LPC MA Revolving LF Interest In	1,268.26
LPC MA Revolving LF - EIAF	230,957.45
Total 1006 · LPC MA Revolving Loan Fund	232,225.71
Total Loan Funds (Restricted)	232,225.71
Total Checking/Savings	281,438.54
Total Current Assets	281,438.54
Other Assets	
Notes Receivable	
1950 · EIAF Loans	
1958 · EIAF N/R- Loan #64-01-01	15,000.00
1956 · EIAF N/R- Loan #68-01-01	76,000.00
1952 · EIAF N/R- Loan #73-01-01	80,000.00
1951 · EIAF N/R- Loan #74-01-01	14,450.00
1960 · EIAF N/R- Loan #79-01-01	50,000.00
1957 · EIAF N/R- Loan #100-01-01	61,583.00
1964 · EIAF N/R- Loan #118-01-01	15,000.00
Total 1950 · EIAF Loans	312,033.00
1999 · Allowance for Losses on Loans	(33,224.00)
Total Notes Receivable	278,809.00
Total Other Assets	278,809.00
TOTAL ASSETS	560,247.54
LIABILITIES & EQUITY	
Equity	
2050 · Beginning Net Assets	(1,190,526.59)
2051 · Invested In Capital Assets	250,470.00
2052 · Restricted Net Assets	1,386,513.60
2053 · Unrestricted Net Assets	(8,826.96)
2054 · Reserved for Emergencies	22,500.00
2055 · Assigned Operating Fund	100,000.00
Net Income	117.49
Total Equity	560,247.54
TOTAL LIABILITIES & EQUITY	560,247.54

Regional Housing Alliance of La Plata County
Profit & Loss
 January through December 2019

	Jan - Dec 19
Ordinary Income/Expense	
Income	
3000 · Unrestricted Revenues	
3121 · Interest Income - Bank Accounts	634.50
Total 3000 · Unrestricted Revenues	634.50
3001 · Temp Restr Operating Revenues	
3210 · Shared Appreciation Income	11,632.00
Total 3001 · Temp Restr Operating Revenues	11,632.00
Total Income	12,266.50
Expense	
4080 · Liability Insurance	1,513.99
4315 · Professional Services	
4398 · Prof'l Services - Admin Fee	10,000.00
4322 · Prof'l Services- Legal Fees	635.02
Total 4315 · Professional Services	10,635.02
4337 · Release Fees	0.00
Total Expense	12,149.01
Net Ordinary Income	117.49
Net Income	117.49

BUDGET MESSAGE
(Pursuant to 29-1-103(1)(e), C.R.S.)

Name of Local Government

(INSTRUCTIONS: Pursuant to section 29-1-103(1)(e), C.R.S., the budget must include the Budget Message. Fill in blank spaces and check any items that are applicable.)

The attached _____ Budget for _____ includes these *important features*:*

*“*important features*” are not defined in statute; however, important features of the budget would include starting/ending a service; increases or decreases in levels of services, increases/decreases to revenues (taxes/rates) and/or expenditures; acquisition of new equipment; start or end of capital project; etc.

The budgetary basis of accounting timing measurement method used is:

- Cash basis

- Modified accrual basis

- Encumbrance basis

- Accrual

The services to be provided/delivered during the budget year are the following:



RESOLUTION NO. 2020-03

(Pursuant to 29-1-108, C.R.S.)

A RESOLUTION SUMMARIZING EXPENDITURES AND REVENUES FOR EACH FUND AND ADOPTING A BUDGET FOR THE REGIONAL HOUSING ALLIANCE OF LA PLATA COUNTY, COLORADO, FOR THE CALENDAR YEAR BEGINNING ON THE FIRST DAY OF JANUARY, 2021, AND ENDING ON THE LAST DAY OF DECEMBER, 2021.

WHEREAS, the Board of the Regional Housing Alliance of La Plata County has appointed Jessica Laitsch to prepare and submit a proposed budget to said governing body at the proper time, and;

WHEREAS, Jessica Laitsch has submitted a proposed budget to this governing body on June 19, 2020 for its consideration, and;

WHEREAS, upon due and proper notice, published or posted in accordance with the law, said proposed budget was open for inspection by the public at a designated place, a public hearing was held on June 25, 2020 and interested taxpayers were given the opportunity to file or register any objections to said proposed budget, and;

WHEREAS, whatever increases may have been made in the expenditures, like increases were added to the revenues or planned to be expended from reserves/fund balances so that the budget remains in balance, as required by law.

NOW, THEREFORE, BE IT RESOLVED by the Board of the Regional Housing Alliance of La Plata County, Colorado:

Section 1. That the budget as submitted, amended, and summarized by fund, hereby is approved and adopted as the budget of the for the year stated above.

Section 2. That the budget hereby approved and adopted shall be signed by and made a part of the public records of the Alliance.

ADOPTED, in La Plata County Colorado this 25 day of June, A.D., 2020.

Julie Westendorff, Board President



RESOLUTION NO. 2020-04

(Pursuant to 29-1-108, C.R.S.)

A RESOLUTION APPROPRIATING SUMS OF MONEY TO THE VARIOUS FUNDS AND SPENDING AGENCIES, IN THE AMOUNT AND FOR THE PURPOSE AS SET FORTH BELOW, FOR THE REGIONAL HOUSING ALLIANCE OF LA PLATA COUNTY, COLORADO, FOR THE 2021 BUDGET YEAR

WHEREAS, the Regional Housing Alliance of La Plata County has adopted the annual budget in accordance with the Local Government Budget Law, on June 25, 2020 and;

WHEREAS, the Regional Housing Alliance of La Plata County has made provision therein for revenues in an amount equal to or greater than the total proposed expenditures as set forth in said budget, and;

WHEREAS, it is not only required by law, but also necessary to appropriate the revenues and reserves or fund balances provided in the budget to and for the purposes described below, thereby establishing a limitation on expenditures for the operations of the Regional Housing Alliance of La Plata County, and;

NOW, THEREFORE, BE IT RESOLVED by the Board of the Regional Housing Alliance of La Plata County, Colorado:

Section 1. That the following sums are hereby appropriated from the revenue of each fund, to each fund, for purposes stated:

GENERAL FUND:

Current Operating Expenses \$13,800

TOTAL GENERAL FUND \$13,800

ADOPTED, in La Plata County Colorado this 25 day of June, A.D., 2020.

Julie Westendorff, Board President

**Regional Housing Alliance
2021 Preliminary Budget**

Beginning Fund Balance 59,120 59,237 59,237 49,336

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
Income				
3121 · Interest Revenue Bank Accounts	635	430	600	600
Total Unrestricted Income	635	430	600	600
Expense				
4080 · Casualty & Liability Insurance	1,514	1,514	1,514	1,800
4398 - Prof'l Services - Admin Service Fee	10,000	10,000	10,000	10,000
4005 · Prof'l Services - Audit Fees	-	-	-	-
4322 · Prof'l Services- Legal Fees	635	1,000	1,000	1,000
6240 · Miscellaneous	-	1,000	1,000	1,000
Total Expenses	12,149	13,514	13,514	13,800
Other Income Unrestricted				
5030 · Other Income				
Net Ordinary Income (Loss) Unrestricted	(11,515)	(13,084)	(12,914)	(13,200)
Temporarily Restricted Income				
3210 · Shared Appreciation Income	11,632		3,012	
Total Temporarily Restricted Income	11,632	-	3,012	-
Total Income - Unrestricted	635	430	600	600
Total Income - Restricted	11,632	-	3,012	-
Total Expense - Unrestricted	12,149	13,514	13,514	13,800
Total Expense - Restricted	-	-	-	-
Net All Activity	117	(13,084)	(9,902)	(13,200)

Ending Fund Balance 59,237 46,153 49,336 36,136

REGIONAL HOUSING ALLIANCE

Benefits and Opportunities

The Regional Housing Alliance provides significant potential benefits and opportunities to address the housing needs for La Plata County. First and foremost, it is the only legally constituted governmental entity in our region with all the powers and immunities associated with that status. Specifically it has the following standing to address housing needs across the county:

- Governmental immunity that can insulate the County and municipalities from liability associated with the provision of housing projects and programs.
- Insulation from political influences that can compromise efforts to address some housing needs, such as homelessness.
- The span of influence to coordinate across jurisdictional boundaries and develop county-wide plans that recognize job locations and suitable housing for employees cross those boundaries.
- The power of eminent domain to acquire properties needed for housing projects.
- The power to tax and impose development impact fees subject to voter approval.
- The authority to contract for housing services with non-profits and private entities.
- Standing to influence Federal and State programs and legislation to support housing needs.

OPPORTUNITIES

As the Board considers potential initiatives for the continuation of the agency, I offer the following ideas.

- Revisit the original plan for the agency to determine current relevancy.
- Negotiate a new MOU with member agencies based on an update to the plan.
- Convene a planning session with Housing Solutions, HomesFund, home builders, realtors, business leaders, and other non-profits to identify “gaps” and unmet needs for housing.
- Evaluate potential initiatives that complement and support existing housing entities such as:
 - Legislative authority to adopt development impact fees without a companion sales and use tax initiative or election with approval of local governments that have the authority;
 - Securing publicly owned lands for affordable housing land banking and processing development approvals;
 - Negotiating incentives for attracting a local manufactured housing plant;
 - Advocating for land use code provisions to incentivize and facilitate affordable housing projects;
 - Serving as homeless shelter and sites parent agency to depoliticize the issue-contracting for operations and management;
- Engage member agencies for support of selected initiatives.
- Contract for support services needed to assist the Board in exploring initiatives that can expand the capacity to address the growing need for affordable housing.