Strategic Plan Goals

	GOAL	OBJECTIVES
OPERATIONS — *"How to produce and provide services efficiently and cost effectively to allow an organization to focus on its impact and growth."*	We implement operations strategies that are transparent and adaptable.	Provide direction, clarity and consistency that are transparent Establish and preserve organization foundation
COMMUNICATION — *"Ensures accurate and complete messaging for appropriate audiences, ensuring workplace culture exists as intended and people's need for feedback and evaluation are being met."*	Our communication provides a curated representation of the organization's purpose.	Develop Communication Standards Define roles and communication hierarchy Provide clear and consistent messaging Staying current with society's communication methods and systems
COMMODITIES — *"A service or product that, through its quantity and quality, satisfies human needs to achieve defined goals for social change."*	We provide commodities that are valued by the community.	Expand, create, and maintain current services Expand housing options, and create new opportunities through the development of attainable housing Increase BHA areas of impact and diversify BHA income streams and portfolio
PEOPLE — *"People are assets and when empowered add value and drive growth."*	We are deliberate about the culture we create collectively.	Hire Character , Teach Skills (philosophy) Identify opportunities for growth and create plans for addressing them Expand cultural mindsets, adding valuable knowledge to impact society as a whole

Initiatives Matrix

Initiatives	Actions	Timing	Cost	Partners	Outcomes	Performance
1. Promote Current and Future Development Activities	Complete current development Projects	Year 2	High	Developers, 501(c)(3) community service organizations/agencies, City of Brighton	• Libretto II • RAD II • Voiles • Adams Point	• Number/Types of Units • Project-Based Vouchers
	Plan for Future Development Projects	Year 5	High	Developers, community service organizations/ agencies, City of Brighton	• Tiny Homes • ADUs • Water Works	• Number/types of Units
2. Expand Consulting Capacity and Opportunities	Seek consulting opportunities	Year 5	Low	Outside agencies and organizations	• Community involvement • Diversify BHA role	• Projects consulted • Projects completed/funded • Increased area of BHA impact
3. Evaluate BHA Assets	Analyze sale of BHA owned properties	Year 3	Medium	Elevation Community Land Trust	• Priority asset sale • Homeownership	• Cashflow • Number of beneficiaries
4. Formalize the Executive Process	Necessitate Board Trainings	Year 1	Low	Board Members	• Increased efficiency and adherence to BHA Bylaws	• Number of completed trainings • Approved Handbook
	Formalize Board Coordination Handbook	Year 1	Low			
	Integrate Board Website	Year 1	Low	Consultant		
5. Develop Resource and Funding Foundation	Formalize and Maintain Grant Calendar	Ongoing	Low	Service providers/organizations, foundations	• Services expanded (amount of funds/partners) • Creation of Grant Budget • CHDO Entity • Diversify funding opportunities	• Funds received • Units created • Number of grants applied • Number grants awarded
	Utilize Project Pipeline as Guide	Ongoing	Low	Local government, developers, service providers		
	Create a 501(c)(3)	Year 1	Medium	BHA, local government, developers		
6. Prepare LIHTC Management Capacity	Implement Trainings and Management Timeline	Year 5	High	CHFA, DOH, developers	• Trainings	• Properties managed
7. Management of Service Programs	Formalize current services	Year 1	Medium	Local/Regional community service providers	• Expansion of services • Formalization of current services	• Number/types of services (pilot or expansion)

Initiatives	Actions	Timing	Cost	Partners	Outcomes	Performance
8. Develop Policy	Prioritize Internal Policy Needs	Year 1	Low	Employers Council	• Policy timeline	• Formalize three (3) employee policies, three (3) operational policies
	Conduct Workflow Exercises	Ongoing	Low		• Improved clarity and process implementation	• Board Approval
9. Contribute to Local Policy	Advocate local policy change	Ongoing	Low	City of Brighton, local service organizations	• City Code Changes	• Incentives for affordable housing development
10. Pursue Research Opportunities	Coordinate with Organizations on Research	Year 2	Low	local universities, local organization connectors	• Coalition • New Service or Program • Unduplicated/relevant services • Expanded workable database • Census Hubs • Needs Assessment	• Number of partners under a MOU • Breadth of data collection
	Customize Data Tools	Year 1	Low	Tri-County, local universities, MDHI, Adams County		
11. Increase Occupancy's Impact	Expand voucher options/ programs	Ongoing	High	HUD, City of Brighton	• Diversified voucher types • Fully utilize available federal funds • Increased capacity	• Number of Vouchers • Number of Projects
12. Improve Methods of Communication	Perform Communication Assessment	Year 1	Low		• Modern and consistent branding • Formalized messaging	• Approved by the Board
	Establish a Communication Plan	Year 2	Medium	Consultant		
15. Foster BHA Culture	Integrate culture building exercises	Year 1	Medium	Cultural Consultant	• Increased accountability • Increased productivity	• Successful employee reviews
	Implement Staff Agreement into employee review process	Year 1	Low	Employers Council, Cultural Consultant	• Increased awareness and adherence to staff agreement	• Successful employee reviews
14. Invest in the Growth of Individuals	Create and research professional development opportunities	Ongoing	High	Employers Council, Culture Consultant, workplace development organizations	• High employee retention • Employee progression • Increased areas of expertise	• Number of trainings • Certification requirements met
13. Integrate Employee Wellness Campaign	Participate in Adams County Wellness Committee	Year 1	Low	Adams County, Tri-County	• Eligibility for wellness funds • Formalized workplace health activities and policies	• Program participation and recognition • Funds received