



2023 BHA Board/Staff Planning Results

BHA Headlines – December 31, 2026

What Achievements and Outcomes do we hope to see as a result of the Strategic Plan?

- Brighton Housing Authority wins prestigious Eagle Award!!
- Brighton tops cities in achieving Housing Goals!
- Brighton Housing Authority – a small organization with a BIG Impact!
- BHA achieves strong regional partnerships.
- Brighton Housing serves thousands of families!!
- BHA offers competitive rental rates for all!
- City Council of Brighton recognizes Brighton Housing as a strong community partner!
- BHA wins Top Housing Award, 3 years in a row!!
- Deb Bristol named top Housing Executive Director of 2026!
- Brighton Housing announces robust and expanded services to support Brighton families!
- BHA developments on schedule and on budget...coming soon!
- Brighton Housing Authority expands development to serve triple the residents in 2026!



2023 Progress & SWOT Learnings

Strengths to Leverage	Challenges to Overcome
<ol style="list-style-type: none"> 1. Good reputation overall – strong partner relationships 2. Pandemic drove services expansion – a plus for clients which also helped BHA to identify resident needs 3. New Development includes Preservation - provides greater opportunity to deliver more units 4. Funding more aligned with Program and Services focused on housing stability 5. Experience with expanding categories of Programs/Services – we know how to do this 6. Staff and Board commitment to the Mission and serving the community TOGETHER 7. Strength & experience of Staff & Board drives good decisions and support to achieve results 8. State and local support for affordable housing is growing due to increasing demand, leading to funding opportunities and more examples of best practices 	<ol style="list-style-type: none"> 1. Inconsistent funding sources and timing, primarily driven by COVID-19, led to some cancelled projects that were listed in the previous strategic plan 2. Changes in Leadership impacted offerings (e.g. architectural consulting no longer offered); make sure to align what we do with client need & organizational scope vs. individual expertise 3. Finding consistent, predictable funding sources post-Covid 4. Rising costs significantly impacting organizational budget 5. Understanding implications of taking on Property Management (outsource vs. in-house) on costs, client touch, connections to overall mission, etc. 6. Continue to refine clarity and consensus on the desired outcomes and capacity of our Programs/Services: <ul style="list-style-type: none"> • What is/are the long-term goal(s) for our clients? • What do we offer that ensures outcomes we want? • How does the Continuum of Housing fit? • Clarity on who we serve • Focus on Housing Stability and beyond 7. Improve integration of stakeholder communications strategy and plans



Strategic Direction

BHA has chosen two primary strategies of “Sustain” & “Grow” for the 2024-2026 Strategic Plan, with some specific areas requiring an “Expand” strategy. The following reflects brainstorming from sub-teams regarding specific strategies for each area of focus.

Housing Programs, Services & Community Engagement	Housing Development	Operations, Infrastructure, Financial & People
<p>Sustain/Expand Programs/Services</p> <ul style="list-style-type: none"> ▪ Take a comprehensive look at client challenges with securing and sustaining housing in order to best address needs ▪ Create more “depth” in current Services/Program offerings to increase impact ▪ Align/Realign current offerings with client needs ▪ Measure participant satisfaction with Programs/Services; adjust accordingly ▪ Define who BHA Services department serves <p>Grow – Programs/Services</p> <ul style="list-style-type: none"> ▪ Add new services and optimize housing programs to address community needs ▪ Continue business case process for approval when taking on new projects <p>Grow/Expand Client/Community Support</p> <ul style="list-style-type: none"> ▪ Create and share broadly BHA “scope” statement to include what we do, and what we <u>don’t</u> do ▪ Increase Outreach by connecting with community partners to increase understanding and ongoing support of BHA 	<p>Sustain – Current Unit Base</p> <ul style="list-style-type: none"> ▪ Maintain current properties at expected levels of quality ▪ Work closely with partners to sustain and maximize affordable units within the Brighton community ▪ Continue to evaluate our portfolio to preserve units (rehab, affordability) <p>Grow Housing Development</p> <ul style="list-style-type: none"> ▪ Support the creation/preservation of units ▪ Sustain projects in creation/preservation pipeline ▪ Maintain SLP partnerships ▪ Increase BHA development capacity ▪ Increase opportunities for new development projects in pipeline ▪ Add BHA Property Management capability 	<p>Expand – Ops & Infrastructure Capacity</p> <ul style="list-style-type: none"> ▪ Align internal capacity with increased client demand/new services/development ▪ Selectively expand staff aligned with strategic areas of focus ▪ Enhance systems and processes, including documentation to support ability to scale and successfully grow <p>Grow – Funding</p> <ul style="list-style-type: none"> ▪ Diversify funding sources ▪ Grow investment account ▪ Dedicate new funds to development (creation/preservation) whenever possible <p>Sustain – People/Culture</p> <ul style="list-style-type: none"> ▪ Enhance employee & board connection with and understanding of Mission, Strategic Plan & roles ▪ Grow & Develop Board and Staff through targeted training ▪ Maintain Employee Retention rates



Overarching Goals for 2024-2026

1. BHA – Confirm and Clarify BHA Strategic Scope

- a. Define specific scope parameters
 - i. What is the mission-based outcome of our work and characteristics of success?
 - ii. Who we serve - geographically, client demographics, prioritization, advocate for local funding sources
 - iii. Service and program scope – what do we offer & why?
 - iv. What is not included in our scope – this is just as important as what we are doing
- b. Develop stakeholder management plan to enhance educational opportunities and align housing-focused goals
 - i. Board and Leadership Team connect with community partners to ensure understanding and ongoing support of BHA mission, vision and plans
 - ii. Continue visibility of messaging across the community through newsletters, website, social media, and press releases
- c. Ensure alignment with all other strategies based on agreed-upon scope
 - i. Define capacity requirements based on scope, demand and financial investment

2. Sustain and Grow Housing Programs/Services

- a. “Deepen” half of existing programs/services through new and existing partnerships by EOY ‘25
- b. Maintain a client satisfaction rate of at least 85%
- c. Identify and engage new partners who can support greater programs/services depth
- d. Assess partnership opportunity for minor home repair services by EOY ‘25

3. Expand Housing Development by supporting the creation/preservation of over 100 units per year through ‘26



- a. Sustain 3 Special Limited Partnerships (SLPs)
 - b. Add Property Management capability to enable management of eligible BHA communities by EOY '30
 - c. Maintain development project pipeline
4. Sustain and Grow additional grant and investment sources, while maintaining fiscally responsible decision-making
- a. Align funding strategy with program growth
 - b. Research new sources of funding by April '24
 - c. Maintain coverage of Services staff salaries at minimum of 90% with alternative funding sources (e.g. grants and Moving To Work (MTW) funding)
 - d. Grow investment account by 10% per year
 - e. Pursue more sustainable or permanent funding sources for established programs
5. Infrastructure/Operations Improvements
- a. Identify and improve critical operational processes to support current & future programs
 - i. Prioritize and execute process enhancements to support growth and stability
 - b. Assess capacity requirements for current and future growth and develop staffing plan by year, including outsourcing and internal resource requirements
6. Culture/People Initiatives
- a. Increase board member and employee engagement through trainings
 - b. Continue to retain dedicated staff by providing competitive compensation and benefits, career progression and professional development opportunities, flexible schedules and maintaining an inclusive and equitable environment
 - c. Implement strategies to sustain and enhance Diversity, Equity & Inclusion (DEI) efforts