



600 Park Avenue
Bremerton WA 98337
(p) 360-616-7241
(f) 360-616-2811
www.bremertonhousing.org

HYBRID BHA FINANCE COMMITTEE MINUTES

HYBRID FINANCE COMMITTEE MEETING OF THE BOARD OF COMMISSIONERS OF THE BREMERTON HOUSING AUTHORITY (BHA) HELD AT 4:00 PM AT 600 PARK AVENUE AND REMOTELY, ON SEPTEMBER 15, 2022.

1. CALL TO ORDER: Meeting was called to order at 4:00 P.M.

2. ROLL CALL:

Present:

(Subchair) Vice Chair Jeff Flood
Commissioner Jaime Forsyth

Commissioner Ryan Burton (alternate)
Commissioner Andre Henderson

Absent:

Commissioner Bo Palmer

BHA Staff Present:

Jill Stanton Executive Director
Sherman Enstrom Finance Director
Ron Packer Accounting Operations Mgr.
Paula Kennedy HR Manager
Carlita Mendez CMS Director
Katie Sharp Communications Manager
Lorna Camacho Office Manager/Executive Assistant/Minute Taker

3. SUBCOMMITTEE CHAIR COMMENTS: None.

4. COMMISSIONER COMMENTS: None.

5. FISCAL YEAR 2023 PROPOSED BUDGET: Comments by Ms. Stanton and Mr. Enstrom.

Ms. Stanton and Mr. Enstrom presented the BHA 2023 Preliminary Budget. Ms. Stanton introduce the strategy to committee. The committee was made aware of the process and the measurables that we are funding in the agency goals. Provided an overview on the approach that was taken for this year budgeting.

We began by reminding ourselves what the mission is and that the budget and strategic objectives are aimed at furthering our mission. As we go through the budget, we believe this is the right time to have reposition or fund capital projects.

Thank you to Mr. Packer for his time and effort who collaborated closely with each director beginning in March over a several month period in preparation of the budget.

This is our focus as we want to be clear on what our objections will be. BHA cares deeply about the people and communities we serve. For over 80 years, we have been a fundamental provider

of affordable housing, housing assistance, and supportive services throughout the city of Bremerton and beyond. Furthermore, our residents, program participants, landlords, community members, partner agencies, and other stakeholders depend on us to provide innovative solutions to the unprecedented housing crisis our region faces.

Ms. Stanton spent time talking about our strategy for this year and the coming years. She reminded us how we got here and how we developed our objectives. But in May the Executive team did some initial brainstorming on how we did and what we might want to continue. We presented our accomplishments towards our goals for FY 2022 at the Board Retreat. During discussions, the board shared their ideas about potential focus areas for FY 2023 and beyond. This included a focus on listening to our residents and advocacy in our community. The Executive team drafted a set potential strategic objectives and grouped them into four focus areas. Eliminated the IT goal, as IT has an objective in each one of the four focus areas. During the meeting Executive team expressed a desire to be deliberate about measuring progress, setting achievable targets, and aligning projects to make progress. In the month of August/September, a cross functional set of leaders across the agency weighted in on the measurable targets and projects.

One of the major reorganizations that will happen in FY 2023. Is the creation of a new department called the "Performance Excellence Department." This team will be used throughout the agency. Although, they are a unified team they were not structured that way. It made sense to pull this team out of CMS and make them their own department with IT having to report to this team.

Mr. Enstrom went over the summary for the proposed FY 2023 in detail. High net income revenue. Cash flow for all the BHA managed properties. Funds pulled from CMS to cover the shortfall predicted for the Housing Choice Voucher Program due to underutilization. But believe next year and the year after we will be in a better position.

Commissioner Forsyth appreciates the highlighted challenges and/or event pointed out to the Committee. This is exactly what the Committee wants to see and hear. Recommend we continue to take this approach going forward.

Proposed staffing level changes 92 to 98. The headcount increased by six positions and does show some reductions of positions and additions that were seen by the Directors as needed in their areas. Breakdown of each department and positions was pointed out.

For CMS, there was a reduction in four Compliance Specialists with the Management Occupancy Review (MOR) reductions as some of the work is going away per HUDs plan for FY 2023. Three Contract Specialist positions, one Contracts Processing Associate, and one Contracts Supervisor were added as the CMS Director saw a need to keep operating at a high level.

For Central Office Cost Center, a DEI specialist was added and one IT Administrator position to the IT department who is dedicated to our helpdesk needs.

Performance Excellence Department is the creation of a new department and because it is a new department it will have a new Director which will be posted.

For Pendleton Place, the two employees are not included in the combined financials for BHA. They are employed by BHA but are charged time in a property that BHA tracks for Kitsap Mental

Health Services (KMHS) and is reimbursed by KMHS for expenses charged for the operation of the facility.

Capital Improvement Plan is an outline of each property's capital expenditures and operating expenses.

Ms. Sharp and Mr. Schanne created Strategic Plan for FY 2023 "Focus on the Good". The document is to show the Board and public what our high-level focus is. Strategic Planning is a structured approach to defining, measuring, and achieving our goals. Ms. Sharp and Mr. Schanne met with agency departments and produced objectives. Ms. Stanton acknowledge the excellent job Ms. Sharp and Mr. Schanne did developing the measurable component. Ms. Sharp shared PowerPoint.

We recognize how strategic planning is one of the most valuable ways we can continue to make meaningful impact and have developed a long-term strategy that ensures we focus on the good we do and can do for all. We want to share on our website why we are here and what we are doing.

Our structured approach to defining, measuring, and achieving our goals is where we refined our previous goals by identifying the four most important components critical to our long-term success. These "Strategic Focus Areas" help to determine the objectives, desired outcomes, and associated projects we would like to accomplish moving forward. If you recall this was discussed with the board back in June. Where we later met with departments and produced initial targets. As projects associated with targets are important. How we gather, collect and share.

We recognize that some objectives may take multiple years to complete. Therefore, our key metrics for FY 2023 are based on the actionable and reasonable steps that can be taken to make measurable progress in the upcoming year.

Focus Area One: Focus on listening to and caring for our residents, participants, and current landlords. In terms of the word "sustainable" which may not be as clear. Recommend using the words "consistence, ongoing, regular, or innovative should be accessible."

Focus Area Two: Focus on cultivating our relationship with our community, partners, and potential landlords. (2ABC) Language used is confusing. Recommend wordsmithing "We will grow" replace with "We will build upon." Keep it simple. Create something direct that we do not offer. Commit to connecting folks to resources not BHA. (2D) Better communicate the benefits to landlords. We will work with landlords to make the Section 8 Program more attractive.

Focus Area Three: Focus on strengthening our financial position as a reliable resource within the communities we serve. (3A) In terms of the word "reposition" recommend changing language. (3C) Public does not care if you get housing. Recommend changing language.

Focus Area Four: Focus on building our organizational capacity to support growth and change. (4A) In terms of language "we will" replace with "continue" to build a workforce. (4C) In terms of word "attractive" do not use that word at all. Recommend "We will continue to provide..." (4D) Remove words that hold no meaning. In terms of language "next generation" and replace with "vigilant to cyber threats and improving..."

Overall, Ms. Sharp feels our objectives are very rounded. And Commissioner Forsyth agrees, goals are amazing.

6. FUTURE FINANCE COMMITTEE MEETING: The next Finance Committee Meeting – to be determine, at 4:00 PM.

7. ADJOURNMENT: There being no further business meeting adjourned at 5:10 P.M.

Carlita Mendez Acting
Executive Secretary

Jaine Forsyth Acting on behalf of
Chairperson of the Board

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