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. 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.

**GUIDING PRINCIPLES**

**Lead with Equity**
We are committed to ensuring the resources we offer are equitable, inclusive, accessible, and meet the diverse needs of those we serve.

**Collaborate at All Levels**
We are committed to breaking down existing silos within our agency departments and working together with our federal, state, local, and other agency partners to accomplish our shared objectives.

**Be Data-Driven**
We are committed to taking actions and making decisions based on data and evidence.

**FOCUS AREA 1: RESIDENTS AND PARTICIPANTS**
We understand that customer satisfaction demonstrates commitment to providing high quality and stable housing in alignment with our mission. Therefore, our objectives this year will ensure we have a robust way to gather information from our residents and program participants so we can understand, communicate, and fulfill their needs now and in the future.

**OBJECTIVES:**
1A: Understand and Respond to the Needs of Residents and Participants
1B: Improve Direct Communication with Residents and Participants
1C: Expand Opportunities for Residents and Participants to Connect Digitally with BHA (Digital Equity)

**FOCUS AREA 2: PARTNERS AND ADVOCATES**
Sharing information about what we do is one of the most valuable ways we can build trust and create more opportunities to further our mission. By strengthening our community and stakeholder relationships, our programs will thrive.

**OBJECTIVES:**
2A: Build and Maintain Relationships with Key Advocates and Partner Organizations
2B: Build and Maintain Relationships with Property Owners, Management Agents, and Landlords
2C: Increase the General Public Understanding and Support for the BHA Mission

**FOCUS AREA 3: FINANCIAL STRENGTH**
Not only does our financial sustainability support the long-term success of our mission, but it ensures those who rely on us will have continued support as long as they need it. Our objectives include maximizing the amount of rental assistance utilized in the community, updating the quality and viability of our housing portfolio, and protecting our existing revenue streams.

**OBJECTIVES:**
3A: Maximize the Use of Housing Choice Vouchers (Voucher Utilization)
3B: Increase the Quality and Viability of BHA-Owned Properties (Repositioning)
3C: Protect Existing Sources of Funding/Obtain New Sources of Funding
3D: Achieve High Performer Status in HUD Rating Systems
3E: Maximize the Use of Other Funding Designated for Rental Assistance and Supportive Services
3F: Reduce Unnecessary Overhead Costs

**FOCUS AREA 4: ORGANIZATIONAL CAPACITY**
We recognize engaged employees improve work culture, build better customer and work relationships, and ensure we deliver on our mission. We depend on a workforce that is sensitive to the needs of those we serve and to each other, has a strong connection to our agency mission as a whole, and understands the importance of properly protecting the information we hold.

**OBJECTIVES:**
4A: Enhance BHA's Ability to Provide Excellent Customer Service (Customer Service Plan)
4B: Promote a More Engaged and Inclusive Work Environment
4C: Continue to Develop Leaders Within BHA
4D: Continue to Optimize Data Security Measures in All Areas (Cybersecurity Awareness and Cloud Migration)
4E: Streamline Internal Support Processes

**BHA STRATEGIC PLAN FOR FISCAL YEAR 2023**

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