

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.

Be Data-Driven

We are committed to taking actions and making decisions based on data and evidence.

Prioritize Customer Experience

We are committed to creating a meaningful experience for each of our customers through effective communication and process improvement.

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.

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 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 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

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

