

Burlington Housing Authority Strategic Plan

VISION

All Burlington-area residents have quality, stable, affordable housing

MISSION

Provide low-income, vulnerable members of our community access to safe, affordable housing and retention support services in ways that promote resident self-sufficiency and vibrant neighborhoods.

Strategic Priorities

STRATEGY A. Ensure adequate supply of affordable housing by acquiring, developing, and maintaining BHA-owned or managed properties and identifying/promoting additional eligible affordable housing options

Burlington Housing Authority (BHA) was originally created to provide public housing to low income residents living within a six-mile radius around Burlington. Today, BHA continues to own and/or manage approximately 680 rental units within 31 properties that are available to residents who are qualified to lease these apartments based on income levels and other conditions. Providing the right number of apartments by type, based on community needs, continues to be one of BHA's critical strategies designed to accomplish our mission.

In the coming year, BHA will continue to maintain its properties per regulatory standards. We will also identify and initiate capital improvement projects to be completed in the coming year. These projects will be prioritized based on safety, structural soundness, and operational efficiency requirements as set forth in each property's Capital Needs Assessment, after considering available funding. We will also consider adding to our portfolio, after analyzing community needs and the financial viability of potential projects. This will include considering innovative solutions involving partnerships with other providers in the community to develop properties that are low cost to operate, with the goal of reducing our reliance on federal funding to subsidize operations.

STRATEGY B. Provide rental subsidies to the most vulnerable low income people living in the Burlington-area, including the chronically homeless, the elderly, people with mental, physical, or intellectual disabilities, survivors of domestic violence, and formerly incarcerated residents

BHA is the designated Housing Authority for the service area within a six-mile radius of Burlington. As such, we administer the Housing and Urban Development's (HUD) rental assistance and subsidy programs and grants that provide over \$21 million dollars in rental support, helping approximately 2,600 households, consisting of the most vulnerable members of our society, remain housed.

In the coming year, we will actively monitor anticipated HUD funding levels, using this information to ensure the appropriate number of vouchers are issued in accordance with our Administrative Policy to optimize the number of low income, vulnerable families receiving federal rental assistance. We will also seek opportunities to secure additional rental subsidy support from sources outside of the Federal Government, to supplement, diversify, and expand rental subsidies available to our community. And we will explore opportunities to increase the number of Project Based Vouchers (PBV) in BHA's portfolio. If

successful, these PBVs could be used to provide the evidence of “perpetual affordability” typically required for new housing developments. Working on this with area property developers, BHA would be able to increase the limited amount of housing stock currently available where a Housing Choice Voucher (HCV) Section 8 participant can utilize their subsidy.

STRATEGY C. Deliver comprehensive social services to support the elimination and prevention of homelessness in the community

Many times, families and individuals enter BHA’s housing programs from homelessness or housing insecurity, facing many barriers to being a successful tenant. These barriers can include medical, mental health and substance abuse issues, domestic violence, trauma, incarceration, and/or generational poverty. BHA has pioneered efforts to prevent homelessness by advocating for comprehensive supports for households most vulnerable to losing their housing. Recognizing our unique opportunity to provide *upstream intervention*, BHA is committed to supporting its tenants across our portfolio, as well as the larger community, remain housed through programs targeting the most vulnerable households. We recognize that this work takes a community effort, and accordingly, we collaborate with our valued partner organizations to develop and deliver customized systems of support for households in need. These collaborations reduce duplication and reliance on emergency services, allow for expansion of services teams, and provide support of healthy, diverse and vibrant communities as together we work to end generational poverty and the trauma associated with homelessness.

In the coming year, we will seek opportunities to expand the services we offer and the population we can help overcome barriers to retaining housing. This will include expanding targeted, site-base support as well as individual social services. To ensure maximum impact, we will develop and implement methods for evaluating the efficacy of our portfolio of services, making modifications as warranted. And we will seek out additional partners and new funding sources to back our efforts to provide broader and deeper housing retention assistance in our community.

STRATEGY D. Promote sustainability and growth to ensure future impact of Burlington Housing Authority’s Operations

BHA strategic leadership is critical to ensuring future impact for our organization, especially when paired with efficient and effective administrative support functions. Ensuring organizational sustainability and growth involves strategic planning and budgeting that aligns resources with highest priority initiatives, effective internal and external communication, strong financial management and reporting, and secure technology-based systems that deliver information critical to organizational decision making. Being recognized as leaders in this effort impacts our funding and ability to develop and deliver solutions in our quest to end homelessness.

In the coming year, we will fully implement strategic business planning and zero-based-budgeting to ensure BHA’s limited resources are aligned with our highest priority initiatives. We will also continue to strengthen and improve financial management and reporting. This will include empowering departmental directors to have more oversight of their budgets. We will work to promote BHA’s role in ending homelessness within our local community and state, through advocacy opportunities led by our directors, along with a comprehensive communication plan. And we will explore opportunities to improve our IT operations, as an effective way to securely and efficiently manage processes and data.