About seventeen years ago, Bronx Parent Housing Network, Inc (BPHN) was born out of the sheer necessity for addressing the very personal street homelessness of its founders.
About 17 years ago, Bronx Parent Housing Network, INC (BPHN) was born out of the sheer necessity for addressing the very personal street homelessness of its founders. Today President & CEO, Victor Rivera, who is one of the founders, vividly recounts his desperation and despondence which is not unlike the situations of the hundreds of homeless persons BPHN has serviced from the inception. It is this very personal commitment at the very top of the organizational structure that drives the how homeless persons are handled - very carefully and with utmost respect. It is because the BPHN roots emerged from the depths of homelessness and as a direct response to one of the most challenging and dehumanizing experiences, that the standards are set for what is possible – permanent housing is attainable no matter how daunting one's current housing status is.

This is the kind of philosophy that has driven the core operations from its inception as a call to assistance in 2001 for inner-city single parents faced with homelessness and struggling to make ends meet. At that time, as a fledgling organization with a $700,000 budget, managing 36 housing units in 1 building, to now managing Department of Homeless Services, and the Human Resources Administration (HRA) government contracts totaling over $70 million dollars offering housing and support services that spans over 80 building sites. This explosive growth with increased contractual awards is evidence of the government's confidence in BPHN's efficient management capability with the successful acquisition of affordable supportive housing; and a determination to sincerely address the housing crisis for individuals and families. The most recent contract has elevated BPHN as the Master contractor for the City's Emergency Housing Provider Management program that is comprised of 10 vendors/subcontractors who deliver housing services to homeless persons. Management functions are led by a highly skilled, culturally competent workforce of 5 Executive Leaders with core competency training and expertise in budget, finance, non-profit management, housing advocacy, behavioral health, and program development, with credentials at the Masters and Doctoral levels.

This explosive growth symbolizes not only BPHN's comprehensive expertise as a housing provider, but demonstrates a unique depth of understanding of homelessness and the ability to continuously seek out opportunities to adequately address gaps and build capacity along the entire housing spectrum from street homeless, to stabilization beds, to long-term transitional and ultimately permanent housing. The provision of support systems throughout this continuum is what separates BPHN's service delivery from the rest of the field. One is hard-pressed to come up with the name of a Bronx leader who is more passionate about getting homeless persons off the streets than Mr. Victor Rivera, who knows first-hand what it is like to be surviving the streets of the Bronx, New York City. It is this experience that allows him to have an exceptional perspective, leading BPHN's service delivery through the eyes of the homeless individual.

It is the joint leadership of the President & CEO, under the guidance of the BPHN Board of Directors that creates right environment for a dynamic Strategic Planning Process to occur, in order for BPHN to continue to examine the current homeless crisis and seek out the right combinations of strategies and supports to address homelessness and unstable housing. This document summarizes the initial outcome of strategic discussions with BPHN's internal stakeholders – The Board, Executive Leadership, Senior Management, Directors, Managers, Operations Staff, Housing Specialists and Clients. The proposed BPHN strategic priorities reflect careful analyses and innovative approaches that are crafted with combinations of street smarts, sensitivity and evidence-based interventions – a roadmap to "turn the tide on homelessness" for July 2018 to June 2021 and beyond.

Board of Directors
Victor M. Rivera
PRESIDENT & CEO

BPHN’S EXECUTIVE SUMMARY
A COMMUNITY RESPONSE TO THE HOMELESS EPIDEMIC
FY 19 - Income/Revenue Sources

**TOTAL REVENUE**
$81,226,985

- **Program Housing Income** $79,740,150
- **Rental Income** $186,000
- **Other Income** $10,000
- **Contributions** $25,000

**Program Housing Income Breakdown**

- **EHP** 59%
- **HASA** 5%
- **DHS** 36%
FY 18 - Income/Revenue Sources (Unaudited)

- Rental Income: $369,311 (1%)
- Contributions: $31,646 (0%)
- Other Income: $10,040 (0%)
- Federal State/City Contract with Agencies: $0 (0%)
- Program Housing Income: $42,944,474 (99%)

Total Revenue: $43,355,471
BPHN FY 19 EXPENSES

- Security Services: $6,247,780 (8%)
- Furniture and Housewares: $546,226 (1%)
- Prepared Meals: $1,143,208 (1%)
- Repairs and Maintenance: $2,072,819 (3%)
- Other Expenses: $1,954,981 (2%)
- Prepared Meals: $461,318 (1%)
- Repairs and Maintenance: $262,718 (0%)
- Furniture and Housewares: $2,999,728 (7%)
- Security Services: $1,311,574 (3%)
- Salaries & Fringe: $11,488,910 (18%)

TOTAL EXPENSES: $43,846,913

BPHN FY 18 EXPENSES

- Security Services: $2,072,819 (3%)
- Furniture and Housewares: $546,226 (1%)
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- Furniture and Housewares: $2,999,728 (7%)
- Security Services: $1,311,574 (3%)
- Salaries & Fringe: $14,808,910 (18%)

TOTAL EXPENSES: $80,521,104
BPHN exhibits a 17-year history and experience of housing and case management service delivery for low-income New Yorkers whose household incomes almost never exceed 200% of the Federal Poverty Level (FPL).

Individuals and families served by BPHN are facing chronic poverty and drug addiction (evidenced by high rates of injection drug use, drug overdose) which undermines housing security, forcing many to become unstable and homeless.

Vulnerable, disenfranchised, and homeless most clients typically exhibit disproportionately high rates of HIV, Hepatitis C, and other sexually transmitted infections - health disparities that are the symptoms of underlying community health and structural inefficiencies that often points to systemic marginalization.
Total Staff = 216  96% of BPHN staff are African-American/Latino – Reflective of the Bronx communities served
BACKGROUND

As BPHN considers the dire housing crisis in New York City, it is apparent that a mounting body of evidence not only captures the situation but presents opportunities for addressing the problem. According to the Coalition for the Homeless, in April 2018, there were 62,498 homeless people, including 15,176 homeless families with 22,801 homeless children, sleeping each night in the New York City municipal shelter system. Families make up three-quarters of the homeless shelter population. The number of homeless New Yorkers sleeping each night in municipal shelters is now 83 percent higher than it was ten years ago. (1)

BPHN is also cognizant of the fact that “as homelessness rises in New York, Mayor Bill de Blasio is looking to supportive housing to help get people off the streets permanently.” Early in 2018 The Mayor pledged to add 15,000 units of supportive housing over 15 years—in a bid to end homelessness in New York. BPHN intends to position itself to use these data and opportunities to align its strategic priorities with the City’s and State’s goals to end homelessness.

Priority Populations:
As noted above, BPHN knows first hand that “women and children make up the large majority of the extremely poor who end up in housing court facing eviction.” In addition, “Safe housing is hard to come by, for the millions of mostly women and children who are facing eviction or are homeless as a result of the domestic or sexual violence they experience in their homes. (2)

Source: (1). New York City Homeless: The Basic Facts. Coalition for the Homeless
(2). Homeless Will Now Be Asked: Are You Fleeing Domestic Violence? https://www.huffingtonpost.com/entry/homeless-will-now-be-asked-are-you-fleeing-domestic_us_5a6215d2e4b02f8c234197ec. Huffington Post, 1/22/18
BPHN envisions a world free of homelessness and intends to provide supports and services that promote economic stability for all persons served.
MISSION

BPHN is committed to making a difference in solving the housing problem in New York City by transforming lives and creating holistic paths to employment so that individuals and families can secure safe, clean, affordable, permanent housing.
BPHN’s Core Values

BPHN clients, staff, and Board of Directors were engaged in strategic discussions that involved analyses on internal and external Strengths, Weaknesses, Opportunities and Threats (SWOT analysis). The following values emerged as BPHN’s strengths and these core values will continue to be reflective of BPHN’s service delivery model that is embraced throughout the organization.

<table>
<thead>
<tr>
<th>INTEGRITY</th>
<th>PASSIONATE</th>
<th>COMPASSIONATE</th>
<th>SUPPORTIVE</th>
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<tr>
<td>MOTIVATIONAL</td>
<td>HONESTY</td>
<td>PROFESSIONALISM</td>
<td>INSPIRING</td>
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<td>ENCOURAGEMENT</td>
<td>TRANSFORM LIVES</td>
<td>FAITH &amp; HOPE</td>
<td>EMPOWERMENT</td>
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<td>ACCOUNTABILITY</td>
<td>RESTORING FAMILIES</td>
<td>RESPECT</td>
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<td>LOVE</td>
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ADDRESSING BARRIERS TO MAINTAINING CORE VALUES

BPHN was also enlightened by the SWOT analysis which revealed internal challenges as areas for improvement.

**WEAKNESS/CHALLENGE**

- Short-Staffed/High Staff Turnover
- Lack Of Empathy Across All Levels Of Staff
- Clients Looked at as a Statistic and a Business Opportunity
- Disconnect Between Leadership And Service Delivery
- Lack Of Staff Training Opportunities To Embrace And Maintain Core Values
- Disconnect With Ongoing Aftercare For Clients To Maintain Housing
- More Opportunities To Empower Clients And Build Their Confidence Toward Job/Employment Readiness.

**SOLUTION**

- A Joint Committee Comprised Of A Subset Of The Board Of Directors, Senior Management And Direct Service Staff Was Immediately Formed To:
  - Explore Staff Development Goals To Address Staff Retention Including Opportunities For Staff Training (Management Training And Back To School Opportunities)
  - Ensure Development Of An Implementation Plan For The Provision Of Supportive Housing
  - Report To The Board Of Directors On Staff Development And Supportive Housing Implementation.
BPHN’S CORE SERVICES

- Safe, Affordable, Permanent Housing
- Temporary Housing Placement
- Supportive Housing
- Housing for Persons Living With HIV/AIDS (PLWHA)
- Social Support Services
- Empowerment/Moving People Towards Independence
- Safety/Crisis Intervention
- Case Management
- Immigration Services
- Substance Use Disorder Counseling
- Mental Health Support
- Priority Access to Brokers/Landlords
HOUSING STANDARDS

BPHN will continue to prioritize the following housing standards and will develop formal criteria for tracking and monitoring of these standards at each of its facilities by August 2018.

BPHN Will Also Adopt The Following NYC City Standards:

• Career Counselors, Mental Health And Substance Use Disorder Counselors And Other Services On Site.
• Keep Residents In The Boroughs They Call Home When Possible So That:
  • Breadwinners Do Not Lose Jobs
  • Children Do Not Have To Switch Schools Or Experience Long Commutes And
  • People Can Also Be Close To Their Medical Needs And Preferred Places Of Worship.
  (Source: Turning The Tide On Homelessness In NYC)

BPHN will continue to maintain the following standards:

Clean, Well maintained, Clutter free
Safe/Secure, Welcoming, Adequate for Family size
Pest free, Vermin Free, No violations
TARGET POPULATION: WHO DOES BPHN SERVE?

- The Homeless Population.
- The Bronx Community As A Whole
- Young Mothers With Children
- Minority Women And Children
- Undocumented Families
- Individuals And Families With Substance Use Disorders
- Displaced Families Who Travel From Other Countries Due To Unforeseen Circumstances (Including Refugees)
- Mental Health Populations Including Single Adult Women With Mental Health Issues
- Persons Living With Hiv/Aids Including Women And Children
- Single Adults (Men And Women)
- Displaced Youth
- Veterans
- Domestic Violence Survivors
- Unemployed Or Low-Income (Working Just Above The Poverty Line)
- Underprivileged
- Elderly
- LGBT
BPHN’s Strategic Goals and Objectives

Turning the Tide on Homelessness in the Bronx and Beyond

3-YEAR IMPLEMENTATION - JULY 2018 TO JUNE 2021

**In alignment with NYC Initiatives**
GOALS AND OBJECTIVES FOR EACH PROGRAM AND OPERATIONAL AREA

Goal 1: To immediately assess and provide resources for individuals and families experiencing a housing crisis

Objectives:

• To increase the efficiency of transactions between Prevention Assistance and Temporary Housing (PATH) Office in the Bronx and BPHN. BPHN will reduce the vacancy turnaround by 1 day to more proactively assess individuals and families and provide resources that more rapidly lead to housing.

• Implement a Homebase initiative in order to increase the percentage of families engaged with preventive housing services by 10% each year

• Increase the number of individuals and families who receive medical case management services by 20% each year, addressing mental health, HIV/AIDS, substance use treatment, other medical care and psychosocial counseling.

• Increase the percentage of individuals and families engaged in aftercare, including personal development initiatives that provide supportive counseling, career training, job readiness, job placement, education, and other social support initiatives by 20% each year

• Increase the percentage of individuals and families engaged with SNAP by 20% each year

Activities:

• Continue to dedicate staff who communicate daily with the PATH office.

• Ensure that all staff participate in Mental Health First Aid (MHFA) Training.

Responsible Parties:

VP of Programs
Department Directors: BPHN Site Directors.
GOALS AND OBJECTIVES FOR EACH PROGRAM AND OPERATIONAL AREA

Goal 2: To work with DHS and HRA to prevent homelessness, and to help individuals and families transition to permanent housing and self-sufficiency

Objectives:
- Increase the programs, Initiatives, and services that BPHN offers to address homelessness prevention.
- Increase the percentage of families that are assessed for risk of chronic homelessness.
- Increase the percentage of families who transition to permanent housing from by 5% each year.
- Increase the number of families that are assessed for risk of chronic homelessness.
- Increase the number of staff who participate in DHS, HRA and BPHN specific trainings by 50% each in 2019 and by 5% each year thereafter.
- Increase the number of individuals and families who access rental assistance programs by 20% each year.
- Increase the number of landlords and brokers who participate in rehousing programs and initiatives that assist individuals and families with moving out of a shelter.
- Increase BPHN advocacy and visibility at the City, State and Federal level to influence zoning for affordable housing.

Activities:
- Ensure that all Housing Case Managers and Housing Specialists attend HRA training on Homelessness Prevention each year.
- Ensure that all Housing Specialists are aware of the programs and services related to homelessness prevention and provide these resources to families at risk of homelessness.
- Track the numbers and percent of families who access: affordable housing; emergency rental assistance; LINC, City Family Eviction Prevention Supplement and Family Exit Plan Supplement (City FEPS); the Special Exit and Prevention Supplement (SEPS).
- Ensure that programs exist that will require through zoning actions a share of new housing to be permanently affordable.

Responsible Parties:
VP of Programs    Regional Director    Site Directors    Operations Managers
GOALS AND OBJECTIVES FOR EACH PROGRAM AND OPERATIONAL AREA

Goal 3: To develop a supportive housing model for all BPHN housing programs and services in order to “Turn the Tide on Homelessness”.

Objectives:
- To increase the provision of case management, mental health and substance use disorder treatment and counseling, access to medical care, and other social and supportive services to serve clients at each BPHN housing facility.
- Increase the number of families who receive case management services by 10% each year.
- Increase the number of individuals and families who receive medical case management services by 20% each year, addressing mental health, HIV/AIDS, substance use treatment, other medical care and psychosocial counseling.
- Increase the percentage of individuals and families engaged in aftercare, including personal development initiatives that provide supportive counseling, career training, job readiness, job placement, education, and other social support initiatives by 20% each year.
- Increase the percentage of individuals and families who have more consistent access to food.

Activities:
- Ensure assessments are conducted, plans of care developed and facilitate access to all medical and social support services for all individuals and families served by BPHN. Need to determine underlying causes of homelessness.
- Provide assessments and referrals to all rehabilitative services and programs for all individuals and families served by BPHN.
- Implement back to work demonstration model that secure opportunities for ongoing training and development of individuals and host or facilitate access to job fairs quarterly ensuring that clients access opportunities for training/certification in different fields of work.
- Secure childcare for heads of households who attend job training and who are employed.
- Employ staff who will ensure all families maximize eligibility and access to SNAP, and to emergency food and nutrition services including food pantries.

Responsible Parties: Leadership
President & CEO  Chief Operating Officer  VP of Development  VP of Programs
Goal 4: BPHN intends to develop a comprehensive plan for supporting families with children by adding the following services

Objectives:

• To offer Daycare services at each of BPHN’s family shelters by 2020.

• To increase the percentage of women and men who are able to seek and/or accept active employment or job training opportunities by 10% each year.

Activities:

• Identify list of shelter locations and develop layout/schematics for daycare facilities in each of BPHN’s family shelters.

• Identify 1 person per housing facility who will work to ensure building safety and security standards are met for Daycares to be up to code.

• Plan Daycare operations including staffing, schedule, equipment, amenities (including cribs, beds, rest areas, play area, curriculum, books, toys, meal services, maintenance.

• Launch naming ceremony of Daycare/Anti-Gun/Gang Violence Program as Memoriam of Justice for Junior (youth who was killed due to gun violence in Belmont section of The Bronx community).

Responsible Parties: Leadership

President & CEO Chief Operating Officer VP of Development VP of Programs
Goal 5: Implement Violence Prevention interventions to reduce gun violence in Bronx communities

Objectives:
- To offer develop strategic partnerships with local schools and colleges in order to implement comprehensive Afterschool Programs at each of BPHN’s family shelters by 2020.
- To increase the percentage of youth who participate in afterschool opportunities.
- To increase the percentage of youth who are able to seek and/or accept active employment or job training opportunities by 10% each year.

Activities:
- Launch naming ceremony of Daycare/Anti-Gun/Gang Violence Program as Memoriam of Justice for Junior (Youth who was killed due to gun violence in Belmont section of The Bronx community).
- Identify list of schools and colleges who are willing to Partner with BPHN on development of Afterschool curriculum for youth.
- Convene planning committee who will work on Implementation Plan for Afterschool Programs.

Responsible Parties: Leadership

*President & CEO*  *Chief Operating Officer*  *VP of Development*  *VP of Programs*
Goal 6: To ensure that all individuals and families have access to legal representation to avert homelessness.

Objectives:

- To increase the access to free legal assistance/legal services by 20% for BPHN tenants who are facing immigration, criminal, credit fixing services.
- Increase the linkage agreements and relationships with legal service providers like Legal Aid and Bronx Defenders.
- Increase the percentage of individuals and families who appear in court backed by a legal representative.

Activities:

- Conduct referrals to legal services for all individuals and families as necessary.
- Ensure that all staff refer individuals and families facing eviction to a legal representative.

Responsible Parties:

VP of Programs  Department Directors: Site Directors
Goal 7: To ensure clean, safe and secure environments at all BPHN facilities establishing that all buildings and security requirements are up to code standards, and that there are timely repairs posing minimal inconvenience to residents.

Objectives:

• To progressively decrease the number of building violations in BPHN shelter facilities to zero by 2021.
• To increase operational efficiency by improving the completion time of shelter repairs from 7 days after notice to 3 days; and improve the response time to restoring/repairing facilities to code.
• To improve performance on the Shelter Repair Scorecard annually.
• To reduce the number of repair related complaints from residents by 10% each year.

Activities:

• Identify 1 person per housing facility who will work directly with the City's Shelter Repair Squad to proactively address building repair issues.
• Implement mobile unit turnover teams that can be deployed to each site to respond timely to repair and moving needs.
• Identify 1 person per housing facility who will work with the NYPD to ensure building safety and security standards are met.
• Each identified staff person will be trained annually in safety and security standards and to ensure proper maintenance of clean, safe, livable community spaces.

Responsible Parties:

VP of Operations Regional Director Site Directors
GOALS AND OBJECTIVES FOR EACH PROGRAM AND OPERATIONAL AREA

Goal 8: To end street homelessness

Objectives:
• To increase the number of staff dedicated to address street homelessness by 1 person each year.
• To improve the partnership with the NYPD Crisis Outreach and Support Unit, to focus on assisting street homeless individuals and families.
• Increase the percentage of street homeless individuals and families engaged in shelter and/or housing services by 10% each year.

Activities:
• Hire Peer Outreach staff who can connect street homeless individuals to HOME-STAT.
• Collaborate with the NYPD Crisis Outreach and Support Unit by attending meetings and conducting joint planning and implementation of street homeless strategies.
• Link street homeless to low threshold services including to organizations where they can receive a shower, meals, harm reduction services and temporary to permanent shelter.

Responsible Parties:
VP of Programs  Department Directors: Regional Director  Shelter Directors and Site Directors
GOALS AND OBJECTIVES FOR LEADERSHIP AND DEVELOPMENT DEPARTMENT

Goal 9: To increase the number of shelters owned and operated by BPHN to 3 by the end of 2021.

Objectives:
- Increase the number of RFPs to DHS, NYC, NYS, and to City, State and Federal elected officials discretionary funds; and or to private foundations and corporations, from 2 to 5 each year.
- Increase the development staffing capacity from 1 to 3 by the end of 2019; to 5 by the end of 2020; and to 7 by the end of 2021.
- Identify new shelter opportunities in Bronx and other NYC community districts and propose plans to NYC DHS for development.
- Proactively engage with communities, notifying them in advance of any new shelter initiatives and requesting feedback in collaboration with NYC DHS.
- Obtain more funding for After Care Services, which provides support (up to 1yr) to clients who leave/are leaving the shelter system and are placed in permanent housing.
- Develop the capacity for 3rd Party Billing, including Medicaid Billing by August 2018.

Activities:
- Hire Development Manager by July 2019.
- Identify sources of funding to support all strategic goals, objectives and initiatives and include in the Development Plan by September 2018.
- Identify representatives for a Shelter Community Advisory Board including elected officials, community board members, business owners, local school principals, civic groups, block associations, local NYPD precinct, and religious leaders.
- Submit application for 3rd Party Billing to Health Homes, beginning with CCMP in July 2018. Other Health Homes by December 2018.

Responsible Parties:
COO VP of Development
SWOT analyses revealed that BPHN is cognizant of threats reflected in the City’s Plan to End Homelessness but there are also opportunities that BPHN is well positioned to take advantage of.

**External Threats/Policies Impacting BPHN**

NYC’s DHS plan indicates the following:

- Get out of all 360 cluster sites and commercial hotel facilities and replace them with a much smaller number of shelters.

**Source/Link:**

**OPPORTUNITIES**

NYC’s DHS plan indicates the following:

- Open approximately 90 new shelters
- Expand approximately 30 existing shelters.

- The goal is to open approximately 20 new shelters in 2017 and 20 new shelters in 2018.
- Develop 5 new high-quality shelters per year.
- Open shelters in existing buildings.
- Renovation of the approximately 30 expansion sites will begin in 2018 and take place on a rolling basis over the next seven years.
- To avoid disruption in the lives of people already housed in these buildings, the City will open 12 temporary locations for them.
- NYC created a rental assistance program to fill in the gap left by the cancelation of a crucial New York State program six years ago; and aggressively expanded free legal assistance for New Yorkers in danger of illegal eviction.
- 2016. Mayor, DYCD, HRA, and DHS announce enhanced services to address youth homelessness by adding 300 youth beds over three years as well as dedicated staff for youth experiencing homelessness in DHS shelters. This builds on prior capacity investments by the de Blasio administration, totaling 750 youth beds.

The VP of Development will lead the creation of a Development Plan by September 2018 that delineates BPHN’s collaborative approaches to maximize these programmatic/funding opportunities.
THREATS AND OPPORTUNITIES

SWOT analyses revealed that BPHN is cognizant of threats reflected in the City's Plan to End Homelessness but there are also opportunities that BPHN is well positioned to take advantage of.

External Threats/Policies Impacting BPHN

NYC's DHS plan indicates the following:

- Rental Assistance - The City will streamline its existing rental assistance programs.


OPPORTUNITIES

NYC’s DHS plan indicates the following:

- Supportive Housing. The City will realize the full benefits of the Mayor’s landmark plan to fund 15,000 additional supportive housing units over the next 15 years, specifically by implementing the recommendations of the Mayor’s Supportive Housing Task Force. – pg. 39

- Affordable Housing. The City is on track to provide 200,000 affordable units. To increase the number of apartments dedicated to low-income households in the Mayor’s housing program from 40,000 to 50,000, the City is committing an additional $1.9 billion to achieve this deepened affordability through the duration of the Housing New York plan.

The VP of Development will lead the creation of a Development Plan by September 2018 that delineates BPHN’s collaborative approaches to maximize these programmatic/funding opportunities for affordable supportive housing.
SWOT analyses revealed that BPHN is cognizant of threats reflected in the State’s Plan to End Homelessness but there are also opportunities that BPHN is well positioned to take advantage of.

**External Threats/Policies Impacting BPHN**

**NYS:**
Cancelation of a crucial New York State housing programs six years ago.

The VP of Development will create a Development Plan by September 2018 that delineates BPHN’s collaborative approaches to explore these capital funding opportunities for affordable supportive housing.

**OPPORTUNITIES**

**NY State Housing Initiatives**

- **5/18/18: Governor Cuomo Launches Landmark $20 Billion Plan to Combat Homelessness and Create Affordable Housing For All New Yorkers**
- The capital funding delivered in the FY 2018 Budget includes:
  - Supportive Housing: $950 million for the construction or operation of at least 6,000 supportive housing units throughout the state.
  - New Construction: $472 million for new construction or adaptive reuse of rental housing affordable to households that earn up to 60 percent of area median income.
  - New York City Housing Authority: $200 million for projects and improvements related at housing developments owned or operated by NYCHA.
  - NYC 100% Affordable: $100 million for the construction and preservation of 100 percent affordable units in New York City.
  - Senior Housing: $125 million for developing or rehabilitating affordable housing targeted to low-income seniors, aged 60 and above.
  - Rural and Urban Community Investment Fund: $45 million for mixed-use affordable housing developments that may include retail, commercial or community development components.
  - Middle Income Housing - $150 million for new construction, adaptive reuse, or reconstruction of rental housing affordable to households that earn between 60 percent and 130 percent of Area Median Income (AMI).

The VP of Development will create a Development Plan by September 2018 that delineates BPHN’s collaborative approaches to explore these programmatic/funding opportunities for affordable supportive housing.
• Implement Formative Evaluation Process

BPHN’s Director of Quality Assurance Will Develop An Evaluation Plan By October 2018 To Ensure That There Are Systems In Place To Track And Monitor The Implementation And Progress On All Strategic Goals, Objectives And Initiatives.

• Ensure That There Is Appropriate Technological Support (Hardware, Software And Resources, Including Staff Resources) To Implement And Monitor Strategic Plan.

• Conduct Summative Evaluation

• Compile Quarterly And Annual Reports Demonstrating Progress With Achieving Outcomes.
BPHN IS ALSO COMMITTED TO:

• Empower Clients With Relevant Information and Services.
• Build Customer/Client Satisfaction and Agency Loyalty by Exercising Best Practices in Customer/Client Service Delivery that Reflects BPHN's Core Values.
• Embrace a Culture Of Continuous Service Improvement.
• Balance Effectiveness and Efficiency In Delivery of Services.
We would like to thank the Board Members, staff and clients who contributed their time and talent to ensure that this Strategic Plan reflected the BPHN vision. Special thanks to Ms. Candia Richards-Clarke, MPH for facilitating the Strategic Planning process.