

BRETHREN HOUSING ASSOCIATION

WHAT'S THE PLAN?

April 2021 - March 2024



Brethren
Housing
Association



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Program Service & Delivery

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INTRODUCTION

2020 presented Brethren Housing Association (BHA) with several unique challenges and set the stage for a new way of doing business. Working remotely, our communication was tested. Losing some funding to COVID-related sources, our channels of revenue were forced to expand. And dealing with an affordable housing crisis, our Family Advocates were challenged to get creative.

In the next three years, BHA will focus on collaboration and growth, as we look forward to taking the organization to the next level.

BHA's success rate (80% of participants moved into stable housing) coupled with financial security and efficiency (\$.88 of every dollar went directly to programming), has set us up for a strong next few years.

We look forward to innovatively exploring ways to improve our programming, expand the number of families we are able to serve, and continue to effectively serve as stewards of our donors' contributions.

Regards,



Kait Gillis-Hanna
Executive Director

MISSION STATEMENT

Brethren Housing Association (BHA) helps individuals and families who are experiencing homelessness achieve their God-given potential by providing a holistic program of stable housing, supportive services, and loving relationships.

VISION STATEMENT

Building a future with hope.

CORE ORGANIZATIONAL VALUES

- **Live** our faith by serving families with a loving approach.
- **Value** diversity of experience and opinion.
- Holistically **address** barriers to housing.
- **Create** a community where everyone is treated with grace and compassion.
- **Empower** people to strive for healing from past trauma so each can improve their family's stability and quality of life.
- **Learn and grow** both spiritually and intellectually.

BHA'S HERITAGE

Since 1989, Brethren Housing Association (BHA) has served over 1200 adults and children and invested over \$1.5 million in development in our South Allison Hill block. BHA has provided a nurturing environment and supportive services for families experiencing homelessness, especially single mothers with children, to learn the skills necessary to attain greater independence.

BHA started as the vision of two Church of the Brethren (COB) congregations who wanted to help individuals and families experiencing homelessness through housing and counseling provided by congregation pastors.

As the organization grew, more COB congregations got involved as “members” and helped to grow the organization by acquiring more properties to serve more families. Once a volunteer run organization, by the mid-1990s the Board of Directors saw the need for more professional case management support for the families and entered into a partnership with Delta Housing, Inc. BHA and Delta partnered for 5 years to provide services for 16 families in BHA’s apartments. In 2001, this partnership was dissolved and BHA began hiring its own program staff to work with the families.

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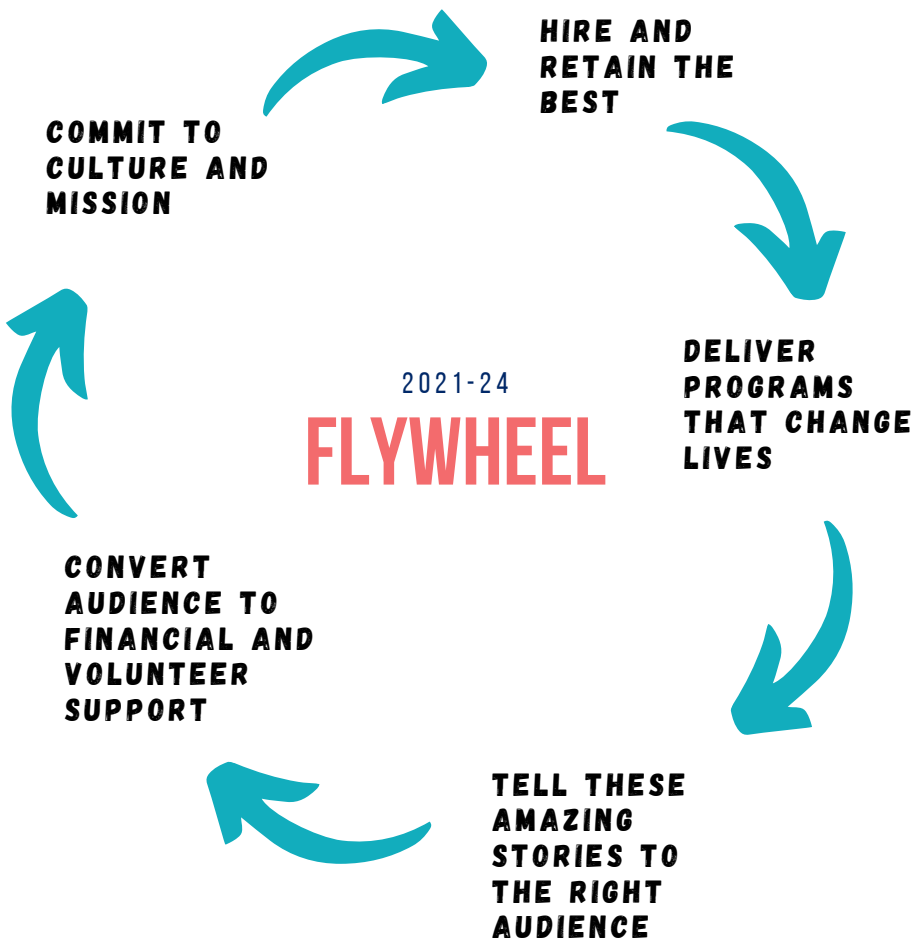
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BHA'S HERITAGE (CONT)

BHA saw steady expansion of its support base, programs, properties and staff during the 2000s. In 2007, BHA was awarded a capacity building grant through the White House Office of Faith-Based Organizations.

Through this funding, a program review and strategic planning process were conducted. These led to the launch of the 20/20 Vision Campaign, a \$2.25 million organizational expansion effort, in 2010. The campaign successfully completed in 2013 with over \$2.52 million raised, housing capacity of BHA doubled, and new programs were launched. In 2014, BHA partnered with PinnacleHealth Systems (now UPMC Pinnacle) for the first new construction project, the Hummel Street Townhouses. This project included 3 brand new townhomes with a large fenced-in yard and garden behind it, something not often seen in the Allison Hill community.

Today, BHA operates 3 programs (Transitions, Next Steps and Side by Side), owns 10 parcels of land for 22 apartments, employs 7 staff members, has 13 member churches, and has many other supporting congregations, businesses, individuals and grant-making organizations who believe in the work of BHA.



2021-24

OVERARCHING GOALS

**DELIVER
BHA'S STORY
TO A WIDER
AUDIENCE**

**CONSISTENTLY
EVALUATE
ORGANIZATION
TO ENSURE
NEEDS ARE MET
AND ADDRESSED**

**CREATE AN
ENVIRONMENT
THAT
REPRESENTS
OUR
COMMUNITY/
POPULATION
SERVED**

**COLLABORATE
WITH
COMMUNITY
PARTNERS**

**EXPAND
NUMBER OF
FAMILIES
SERVED**

**STRENGTHEN
STAKEHOLDER
RELATIONSHIPS**

STAKEHOLDER ENGAGEMENT

COLLABORATE WITH OTHER SERVICE PROVIDERS TO MEET THE ADDITIONAL NEEDS OF OUR PARTICIPANTS

Continue S. Allison Hill Committee to address local issues.

Explore partnerships with housing groups to strengthen outcomes

Employment partnerships delivered in-house

IMPROVE RELATIONSHIPS WITH COMMUNITY ORGANIZATIONS

Create a plan for engagement with local businesses and organizations to increase involvement in BHA.

LAUNCH PLANNED GIVING PROGRAM

Soft launch to occur in spring 2021

Firm launch in summer 2021

STRENGTHEN AND BUILD VOLUNTEER-BASE

New position to focus on volunteer coordination

EXPLORE EXPANSION TO ALL SINGLE GUARDIANS

Research feasibility of expanding Transitions to all single parents that fit criteria

INCREASE EMPOWERMENT OPPORTUNITIES

Driver's license courses, GED tutoring, Peer mentoring, etc.

TRANSLATION OF MATERIALS

Begin process of translation of materials into Spanish

UPDATE NEXT STEPS, YOUTH AND SIDE BY SIDE POLICIES

Standardize practices and increase success

UTILIZE DATA AND QUALITATIVE INFORMATION TO MEASURE PROGRESS

Develop procedures that address programmatic efficiency and effectiveness, outcomes for program participants, and the relationship of these outcomes to the cost of achieving them.

Obtain S. Allison Hill, Harrisburg, and Dauphin County-specific data to best message BHA

ADD MAJOR GIFTS OFFICER POSITION

Hire new position

**ADDRESS UPCOMING PROPERTY
MANAGER VACANCY**

Develop plan based on 5-year retirement

BUILD SOCIAL MEDIA PRESENCE

Utilize for fundraising

Create monthly calendar

DEVELOP A GROWTH PLAN

Purchase and redevelop 208 and 210 Hummel St.

Explore affordable housing ownership

IMPROVE STAFF TRAINING/EDUCATION

Offer regular staff trainings to provide ongoing learning and improvement of our services offered to participants

Provide better training and staff growth opportunities at BHA

INCREASE SECURITY ON BLOCK

Connect security system into City of Harrisburg Police Department

ENSURE BOARD/STAFF REFLECTIVE OF COMMUNITY

Incorporate different cultures, backgrounds and abilities

Add a position on the board for a former participant

ATTAIN ONE WIDELY RECOGNIZED NON-PROFIT ACCREDITATION

Finalize PANO accreditation in 2021

CREATE A GIVE OR GET BOARD

Establish a policy that BHA would be prioritized in the top 3 organizations to which our board members donate

