



Brighton Properties, Inc.
Strategic Plan 7/1/2017 – 6/30/2021

Introduction

Brighton Properties, Inc. was formed in 1997 as a wholly owned subsidiary of Brighton Center, Inc. Its original mission was to serve as a holding/property management company for the facilities that house the daily operations of Brighton Center and to coordinate all housing development activities. **The mission of Brighton Properties currently is to assist individuals and families in obtaining self-sufficiency by developing housing opportunities that bring stability to families, individuals and communities.**

We will achieve this mission by:

- **Effectively managing rental properties which ensure decent, safe, and accessible living conditions;**
- **Developing and maintaining quality service environments that assist Brighton Center in achieving its mission;**
- **Developing quality affordable housing for both rental and purchase.**

Core values:

- **We believe everyone deserves quality, safe, and affordable housing.**
- **We respect and embrace the differences in our communities and believe in equal and equitable access for all housing opportunities.**
- **We believe that providing a continuum of affordable housing options will help bring stability and financial security to individuals and families.**
- **We are advocates for affordable housing policy to protect the interests of low-income families.**
- **We believe that economic diversity is necessary to create a healthy community.**
- **We believe in a collaborative approach to better serve the families and individuals in the community.**
- **We believe in continuous improvement, and strive for excellence in everything we do.**
- **We believe encouraging community and stakeholder involvement is crucial in the development of our policies, programs, and projects.**
- **We are accountable to our community, funders, and Board of Directors for the effectiveness of the services we provide.**

The Board of Directors participated in a strategic planning meeting that examined the State of the organization, demographics and other related housing data for the region, data from Brighton Center's community assessment process that included significant input from residents, and the status of all properties owned and/or managed by Brighton Properties. A SWOT analysis helped focus the discussion on areas for future work.

The following impact areas have been identified and specific objectives have been developed to guide Brighton Properties over the next four years.

GOALS and OBJECTIVES

Housing Development

1. Goal:

Develop high quality safe, decent, accessible, and affordable housing units for low to moderate income families and individuals. (Tammy)

Objectives:

- a. Develop and implement a plan for multi-plex affordable rental units in Northern Kentucky, with particular emphasis placed on serving families. (FY19-21)
- b. Align affordable housing development with Brighton Center services, especially BRC and NKSH, to create a stronger continuum of housing options. Utilize currently owned vacant lots to further this objective. (FY 19-21)
- c. Develop a process for the identification of Newport property owners in need of basic renovations to maintain their home and connect those homeowners with resources (such as People Working Cooperatively, Duke Energy Savings, volunteer groups, KHC/FHLB products). (FY 18)
- d. Collaborate with Brighton Center to expand the Brighton Recovery Center, particularly in light of opportunities to acquire new property in Campbell County. (FY 18)
- e. Coordinate any new building planning and project management process to insure buildings are built to code and meet architectural expectations. (Ongoing)

Residential Property Management

2. Goal:

Ensure residential property assets are well managed and project revenue indicates financially viable, stable, and sustainable operations. (Joe/June)

Objectives:

- a. Complete the rehab and restructure of Saratoga Place I. (FY18-19)
- b. Complete the rehab and restructure of Saratoga Place II. (FY 19-20)
- c. Initiate the repayment of deferred developer fee from the Brighton Recovery Center. (2017)

- d. Request an interest waiver from KHC for the loan at Brighton Recovery Center. (2017)
- e. Determine a future plan for Williams Place Apartments, anticipating the end of the 15 year compliance period. (FY20-21)

3. Goal:

Strengthen systems which ensure property management services are responsive to funders and residents and strive for the highest level of customer satisfaction. (Joe)

Objectives:

- a. Create a schedule of monitoring visits and inspections expected by regulatory funders and various entities. (FY 18)
- b. Implement a strong communication plan with residents related to the renovations at Saratoga Place to ensure residents are informed. (FY 18-20)
- c. Create and implement a plan to institute a non-smoking policy as Saratoga Place is renovated. (FY 19)
- d. Create a formal business review process of third party property management companies (Romar and Homeland) to ensure high quality and responsiveness. (FY 18)

Facilities Management

4. Goal:

Proactively and efficiently address short and long term scheduled maintenance at all locations owned by Brighton Properties and used for the benefit of Brighton Center. (Joe)

Objectives:

- a. Define an easy to use 4 year schedule of capital needs that aligns with available repair and replacement funds and complete those projects. (FY 18)
- b. Pursue capital improvement grants for larger projects, such as heating and air systems and roof replacement. (Ongoing)
- c. Combine similar projects across the agency, such as roofing, heat/air, windows, floors, to gain efficiencies in pricing. (FY 18-ongoing)
- d. Develop and coordinate a plan that leverages contractor/vendor relationships with Brighton Properties stakeholders to mobilize grants and volunteer services to support maintenance needs. (FY18)
- e. Institute the use of a software program to track all short and long term maintenance tasks. (FY 18)
- f. Assess storage for maintenance needs and define a strategy for effective use of current space and the need for additional space. (FY 18)
- g. Develop a plan to replace the boiler system at 706 Park with the most up-to-date forced air system. (FY 19)
- h. Implement energy savings plan to reduce operational costs. (FY 18-ongoing)

Capacity Building

5. Goal:

Create a development plan that allows for increased revenue and human capital for Brighton Properties to ensure sustainability. (Tammy)

Objectives:

1. Plan for the retirement of the maintenance supervisor and ensure all knowledge of existing buildings is documented. (FY 19)
2. Work towards establishing a full-time dedicated staff person to Brighton Properties to oversee all facility aspects. (Ongoing)
3. Brighton Properties will ensure that appropriate developer fees are included in all projects we develop, including expansion projects. (Ongoing)
4. New projects and/or opportunities will be identified and explored that will bring additional revenue to Brighton Properties. (Ongoing)

Adopted by the Board of Directors May 17, 2017