



Brothers Redevelopment, Inc.

Housing • Home Modification & Repair • Housing Counseling

Brothers Redevelopment

A VIABLE™ Strategic Plan

2022-2027



integrated
WORK

Brothers Redevelopment, Inc. has been an integral part of our Colorado community for more than 50 years, providing affordable housing and innovative housing-related services that have secured tangible benefits for hundreds of thousands of low-income, elderly and disabled residents.

Some key trends provide challenges and opportunities: Rising housing prices; need for our services across the state of Colorado; growing population over the age of sixty; housing insecurity for historically underserved neighbors and uncertain and unstable funding sources. Through a focus on sustainability, innovation and partnerships with local governments, Brothers has steadily expanded and served more and more Coloradans with their housing needs. This growth accelerated during the pandemic with significant staff additions in the last year and a half. We know that the environment is likely to change, so we have developed a strategic plan that allows us to nimbly adapt to challenges that arise as we intentionally amplify our impact.

From May to September 2022, we used an inclusive and collaborative approach to develop a new strategic plan. We gathered information and data, incorporated input from our Board, the Brother's Leadership Team, Staff and Community Stakeholders and evolved this plan over a highly dynamic time. Many people who care deeply about our community and organization worked together to co-create Brothers Redevelopment's future.

This document outlines Brothers Redevelopment's exciting strategic plan for a new era of impact. We are eager to reinvigorate our path to meet the housing needs of community members who need us the most. Our focus for the next five years is on:

- **Growing a strong and stable presence across Colorado**
- **Serving our neighbors through reliable and innovative programs**
- **Broadening our funding base**
- **Investing in and recognizing our team**



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We didn't assume that our new strategic plan should simply be an extension of the last one. We began from the ground up, asking the Board, the Brother's Leadership Team, Staff and Community Stakeholders to reflect on the strengths, internal and external challenges, and opportunities Brothers Redevelopment might expect to address in the next five years.

Participants highlighted various strengths, including: our strong community presence, success with the development of Paris Family Apartments, construction of Valor on the Fax, significant growth in both the Home Modification and Repair and Paint-A-Thon programs, increased demand for services to help older adults age in place, and the skyrocketing level of assistance provided through the Colorado Housing Connects Helpline. Participants also saw the opportunity to maximize earned income by strengthening Brothers Property Management (BPM) and improve the organization's asset management.

Taken together, these strengths paint a picture of a mature organization that plans strategically with a willingness and ability to adapt to market trends as it fulfills its mission. These strengths are a solid foundation for the activities and changes that will help us better serve our community in the coming years.

Throughout interviews and reflections, the Board and leadership team also highlighted areas of opportunity. These include growing a strong and stable presence across Colorado, serving our neighbors through reliable and innovative programs, broadening our funding base and investing in and recognizing our team.

Armed with these inputs, the Board and the Leadership Team worked through a series of structured conversations and activities to align us on a direction that will best serve Brothers Redevelopment Board, Staff and community over the next five years.



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“Every day, we employ a holistic approach to eliminating the barriers to stable housing for low-income community members, older adults and people living with disabilities across Colorado.”



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Home is at the center of everything we do. Our ideals form the foundation of our organizational culture. Every member of our team is dedicated to embodying these ideals in their work with clients and one another.

Service & Stewardship - We are a trustworthy partner to the communities and people we serve and partners we serve with.

Dignity & Compassion - We honor the dignity of everyone we work with. We demonstrate empathy in our policies, choices and interactions.

Inclusion - We know we are better when all voices and people are included. We listen to the people and communities we serve, treat them with respect and let their needs drive our actions.

Innovation - We lead the way with innovative ideas and programs so that we are resilient, adaptable and sustainable.



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Growing a strong and stable presence across Colorado



Serving our neighbors through reliable and innovative programs



Broadening our funding base



Investing in and recognizing our team



We have arrived at these four exciting strategic priorities with the intent to address the most pressing needs of the communities we serve. Each of the priorities has supporting material providing more detail about the work that will bring it to life. In addition to this, we have key activities with specific metrics to guide us as we implement this work.



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Growing a Strong and Stable Presence Across Colorado

Our services are needed more broadly across the state. Expanding our efforts will require thoughtful planning to ensure we are adding value in communities throughout the state.

Respond to housing needs along the I-25 corridor: We aim to grow where our services can offer the most value. We will do this by expanding to areas of the state leveraging current service provision and relying on our network of relationships to make smart choices about where to expand and when.

Metrics for success include:

1. Maintaining and expanding upon our service delivery in Colorado Springs and throughout El Paso County.
2. Seeking opportunities to serve and expand services in communities we're currently working in along the I-25 corridor, including Adams, Arapahoe, Broomfield, Denver, El Paso, Larimer, Pueblo and Weld Counties.
3. Initiating discussions with local leaders to advocate for and seek opportunities to develop new housing for marginalized communities.

Work with the state and local leaders to identify gaps in services across the state: We listen to community leaders and residents and seek to leverage our relationships with the public, elected officials and community stakeholders as we fill service gaps.

Metrics for success include:

1. Continuing to align the housing navigation services of Colorado Housing Connects, the state's only housing helpline, with the needs identified by public and elected officials at the State level, in order to meet the demands of consumers.
2. Using the repository of information that Colorado Housing Connects can provide, sharing housing trends and data with state and local officials, business leaders and consumers.
3. Embracing the organization's emerging role as a statewide housing advocate and expert with a strong infrastructure and liquidity, and leverage to assist communities with a tailored approach to services provision.



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Focus on housing challenges that Brothers is positioned to address. We will seek to fulfill our mission in the most impactful and resourceful way possible – working to meet the most pressing housing challenges that communities face.

Metrics for success include:

1. Developing 350 new units of affordable housing for low-income families, older adults, and persons with disability over the next five years, increasing the portfolio we own and manage to more than 1,000 units.
2. Increasing the number of units we manage for other affordable housing providers by more than 300 over the next five years.
3. Committing to help BIPOC homebuyers acquire their first home in the next five years and hold onto and preserve the homes in which they reside.



Serving Our Neighbors Through Programs

We strengthen our focus on the solid basics we are known for while growing geographically and programmatically.

Expand in the provision and development of affordable housing: The provision and development of housing is the most impactful way that we fulfill our mission.

Metrics for success include:

1. Develop 350 new units of affordable housing for low-income families, older adults, and persons with disability over the next five years, increasing the portfolio we own and manage to more than 1,000 units by 2027.
2. Focus on the development of communities that add new units of badly-needed Permanent Supportive Housing or services enriched housing.
3. Continue our work with the GES Affordable Housing Coalition to build at least 12 new homes for GES residents being at-risk of displacement.
4. Seek new opportunities to develop housing in communities along the I-25 corridor.



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Expand the number of units that Brothers Property Management oversees to maximize revenue and build out the department's capacity to facilitate growth and complexity in the portfolio.

Metrics for success include:

1. Increasing the number of units managed for other affordable housing providers by more than 300 units within the next 3-5 years.
2. Investing resources in BPM leadership structure and in program infrastructure to ensure the delivery of high quality asset management and compliance.
3. Develop an ongoing training plan for staff in key facets of property management.
4. Develop a BPM-centered Human Resources Plan that addresses strategies to offer competitive wages and benefits and retain staff.

Identify opportunities for Brothers program expansion that will lend to enhanced service provision and spur new opportunities for future funding/revenue: Identify unmet needs among clients we serve and potential funding opportunities to develop programs that help them find a home, maintain a home, hold onto a home and stay in their home longer, with greater safety and mobility. Expansion is aligned with our core strengths.

Metrics for success include:

1. Finding new ways to integrate health components into our housing programs.
2. Pursuing opportunities to develop and manage supportive housing projects for marginalized populations or underserved communities.
3. Leveraging our expertise in managing large grant programs to assist other public agencies or jurisdictions in managing and stewarding their entitlement programs.
4. Investing in the development of successful 'pilot' programs underway so as to leverage for future funding and help more of our neighbors in the future. Program examples include landlord/tenant mediation, enhanced case management to assist challenged callers/clients who face language or technological barriers in accessing services, the addition/expansion of our senior service navigation and modifications that integrate health care professionals.



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Continue to build and maintain capacity for strong stewardship: In this context, stewardship embodies the responsible planning and management of resources. Brothers will need to make investments in infrastructure, tools, and systems to distinguish itself to grantors and ensure that it can effectively manage large and flourishing programs at a high level.

Metrics for success include:

1. Maintaining a strong fiscal focus to ensure a healthy balance sheet, and enough liquidity to pursue multiple development opportunities and cover 3-6 months of expenses.
2. Filling key administrative roles to facilitate stewardship and program administration at a high level.
3. Investment in new tools and systems where needed to allow for innovation, efficiencies, and to minimize organizational liability.
4. Ensure succession plans are in place at every program level so program continuity is maintained.

Help marginalized and excluded communities gain access to stable housing. At its inception, Brothers was created to help historically underserved communities gain access to and live comfortably in safe, affordable housing. We intend to continue this work and find new ways to support our neighbors struggling with housing insecurity, with an emphasis on marginalized BIPOC households and the unhoused.

Metrics for success include:

1. Tracking demographics consistently within each program to ensure that we're assisting BIPOC-led households and share the results with our board and community.
2. Establish a thorough evaluation program to measure "housing stability" for clients and survey communities to determine true impact of our services.
3. Ensure voices of local communities are included when BRI is involved in new housing developments.



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Broaden Our Funding Base

Ensuring long-term sustainability requires us to develop additional funding sources to ensure we are here to serve for decades to come.

Focus on self-sustaining programs: Focus on programs that generate income to carry the organization into the future and ensure contracts are financially advantageous to building our future.

Metrics for success include:

1. An established measurement to track the return on investment for individual programs and BPM.
2. Integrate both accounting and compliance functions into an initial and annual review/assessment of the financial feasibility of all programs.
3. Set long-term funding targets for each program with measurable client outcomes.

Diversify our grants base and other funding sources. Add to our capacity to amplify our pursuit of grants locally and at the national level. Increase outreach to current and potential funders. Develop new methods to sustain existing donor base and cultivate new donors. Pursue private and corporate funding at a greater level.

Metrics for success include:

1. Increase overall fundraising from private (non-governmental) sources by 100% with a substantial increase in unrestricted funding.
2. Develop various individual and corporate giving programs that maximize the giving potential of existing and future donors.
3. Expand fundraising and donor events to increase the opportunities for BRI stakeholders to connect to the organization and mission.
4. Ensure the fundraising function maintains appropriate capacity and useful tools to develop meaningful relationships with donors.



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Invest In Our Team

The pandemic, combined with explosive growth in our programming, reach and stature, has changed the way we connect our team to our mission. Moving forward, it will be essential to bolster our culture and re-invigorate a mission-minded team.

Increase unifying activities for our staff: More all-hands meetings, employee recognition and opportunities to work across departments. Also provide feedback and celebrate the many ways our employees make a difference in the lives of our clients.

Metrics for success include:

1. Increased cohesion and collaboration between departments.
2. A greater number of employee engagement opportunities.

Flexibility and work/life balance: As an organization, provide flexibility to accommodate varying employee needs in a changing workplace.

Metrics for success include:

1. Ensure management has the training to successfully lead teams working in remote, hybrid and in-person environments.
2. Ensure BRI can maintain programmatic and organizational goals within flexible work arrangements.
3. Maintain an open-door policy to Leadership, HR and Colleagues.
4. Administer an annual employee survey to gather feedback on staff's experience working with the organization and use this information to make changes as necessary.

Provide employees with a living wage and useful benefits. Helping others is rewarding, but also challenging. We want to attract, retain, and reward employees who devote their careers to serving others.

Metrics for success include:

1. Attract and retain talented individuals that align with our growth needs.
2. Track and establish goals for employee retention.
3. Provide salaries and benefits that are competitive with similar organizations.



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Commitment to inclusivity. Brothers is committed to cultivating and preserving a culture of inclusion and connectedness. We are able to grow and learn better together with a diverse team of employees. The collective sum of the individual differences, life experiences, knowledge, innovation, self-expression, and talent that our employees invest in their work represents not only part of our culture, but our reputation. In recruiting for our team, we welcome the unique contributions that our employees bring every day. We aim to embody these ideals at all levels of the organization.

Metrics for success include:

1. Working with Board of Directors to maintain a diverse leadership team.
2. Making intentional investments in DEI trainings to ensure this commitment to inclusivity is upheld and maintained at all levels of the organization.
3. Invest in leadership development and training opportunities.



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Conclusion

We are excited about the possibilities that this strategic plan creates for the future of BRI. Our clients are at the heart of all our strategic priorities and initiatives and will significantly benefit from them. In the end, the improvements and innovations we achieve in the next five years will make it possible for members of our community to have housing, age in place and lead more hopeful lives where a stable and productive future is fully realized.

