

LRHA

LYNCHBURG REDEVELOPMENT
AND HOUSING AUTHORITY

Strategic Plan

2025-2029

January 2025

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Acknowledgements

The Lynchburg Redevelopment and Housing Authority (LRHA) wishes to extend its sincere gratitude to all individuals and groups who contributed to the development of this Strategic Plan. This document represents the collective efforts of our dedicated Board of Commissioners, leadership, staff, and partners, all of whom share a commitment to advancing the vision of providing safe, affordable, and sustainable housing opportunities in Lynchburg.

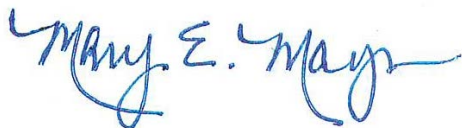
We would like to specifically acknowledge the following groups and individuals for their invaluable contributions to this effort:

LRHA's Board of Commissioners: Mr. Raymond Booth - Chairman of the Board, Mr. Marc A. Schewel, Mrs. Mary Jane Dolan, Ms. Laura Dupuy, Dr. Owen Cardwell, and Mr. Lafayette Lovelace, as well as former board members Mrs. Laretta B. Spencer, and Mrs. Davina M. Bare.

LRHA Staff: Ms. April Shepard, Ms. Janice Payne-Hubbard, and Ms. Tabitha Smith.

We are proud of the progress we have made as an organization and remain committed to ensuring that this plan is executed with the same level of dedication and community-centered focus that it represents. We recognize that the success of this plan will depend on ongoing collaboration, innovation, and a shared commitment to addressing the affordable housing needs of Lynchburg residents.

Together, we will continue to strengthen and expand our efforts to provide quality, affordable housing and to improve the quality of life for our clients.



Mary E. Mayrose, Executive Director

Lynchburg Redevelopment and Housing Authority
January 2025

Introduction

LRHA's mission is to expand housing opportunities by utilizing resources to deliver affordable, quality housing that strengthens our community. We are committed to fostering self-sufficiency for individuals and families we serve, supporting those facing housing barriers, and responsibly managing federal, state and other funds to drive our housing initiatives forward.

LRHA Guiding Principles are:

Dignity and Pride

We provide affordable housing that fosters dignity and instills pride in residents and the community.

Respect and Empathy

We treat everyone with respect, following the rule of treating others as we wish to be treated.

Opportunity Expansion

We strive to maximize housing opportunities for individuals and families in need.

Family-Centered Support

We are dedicated to supporting and housing families, creating stable environments for growth and well-being.

Strategic Priorities

This Strategic Plan outlines the key goals and initiatives designed to strengthen the agency's leadership, ensure long-term viability, foster community partnerships, and enhance housing opportunities for current and future residents.

The plan is structured around five Strategic Priorities:

Preservation and Development of Affordable Housing,

Succession Planning,

Communications and Advocacy,

Collaboration and Partnerships,

and Long-Term Sustainability.

Collaboration Planning Term
Development
Housing Sustainability Communications
Preservation
Partnerships Succession Long
Affordable

LRHA's Strategic Priorities, Goals and Objectives Summary

LRHA Strategic Priorities

STRATEGIC PRIORITY V Long-Term Sustainability

The roof
safeguards financial resilience and environmental responsibility, protecting against challenges while providing fiscal sustainability for future generations.

STRATEGIC PRIORITY I Preservation and Development of Affordable Housing

The walls
provide stability and support, protecting LRHA residents and fostering dignity and growth while ensuring the long-term viability of affordable housing.

STRATEGIC PRIORITY III Communications and Advocacy

The windows
provide a transparent lens into LRHA's mission, shining light on residents' stories and needs while inviting collaboration and understanding.

STRATEGIC PRIORITY II Succession Planning

The foundation
ensures senior leadership continuity, offering the strength and stability needed to support growth and uphold LRHA's mission during transitions.

ONGOING STRATEGIC PLANNING

The blueprint shapes LRHA's Board of Commissioners vision into action, defining priorities, aligning resources, and building the structure for a sustainable future.

STRATEGIC PRIORITY IV Collaboration and Partnerships

The door
creates pathways for LRHA residents, clients, and stakeholders to access opportunities and resources while serving as the agency's welcoming connection to the community.



STRATEGIC PRIORITY I: Preservation and Development of Affordable Housing

Goal: Plan and Initiate New Development and Renovation

Objective I-1.1: Complete a thorough assessment of all properties.

Objective I-1.2: Initiate development of at least fifty new housing units

Objective I-1.3: Prepare and implement a renovation plan for 20% of existing housing stock.

STRATEGIC PRIORITY II: Succession Planning

Goal: Develop a Succession Plan

Objective II-1.1: Draft a Scope of Services for a qualified human resources consultant

Objective II-1.2: Identify internal candidates for each key staff management position.

Objective II-1.3: Develop and implement a mentorship program.

Objective II-1.4: Deliver targeted management training sessions for high-potential employees.

STRATEGIC PRIORITY I: Preservation and Development of Affordable Housing

Goal: Plan and Initiate New Development and Renovation

Objective I-1.1: Complete a thorough assessment of all properties.

Objective I-1.2: Initiate development of at least fifty new housing units

Objective I-1.3: Prepare and implement a renovation plan for 20% of existing housing stock.

STRATEGIC PRIORITY II: Succession Planning

Goal: Develop a Succession Plan

Objective II-1.1: Draft a Scope of Services for a qualified human resources consultant

Objective II-1.2: Identify internal candidates for each key staff management position.

Objective II-1.3: Develop and implement a mentorship program.

Objective II-1.4: Deliver targeted management training sessions for high-potential employees.

STRATEGIC PRIORITY III: Communications and Advocacy

Goal: Increase Awareness of LRHA Programs and Effectiveness of Community Relationships

Objective III-1.1: Increase Social Media outreach by 25 %.

Objective III-1.2: Launch a quarterly newsletter.

Objective III-1.3: Create an annual advocacy campaign.

Strategic Priority IV: Collaboration and Partnerships

Goal: Improve the Effectiveness of LRHA Partnership Programs

Objective IV-1.1: Establish partnerships with at least three new agencies providing children's services.

Objective IV-1.2: Launch a collaborative program with an external agency focused on child/family services.

Objective IV-1.3: Hold quarterly review meetings with existing partners to assess program outcomes.

STRATEGIC PRIORITY V: Long-Term Sustainability

Goal: Improve the Long-Term Sustainability of LRHA

Objective V-1.1 : Secure two additional funding sources

Objective V-1.2: Conduct a sustainability audit.

Objective V-1.3 : Reduce utility costs by 15%.

Action Plans

STRATEGIC PRIORITY I: Preservation and Development of Affordable Housing

Goal I-1: Plan and Initiate New Development and Renovation

Objective I-1.1: Complete a thorough assessment of all properties.

- **Responsible Parties – Executive Director, Executive Team and Consultant**

Action Plan

1. Update the comprehensive inventory of all properties and current conditions.
2. Identify immediate maintenance needs and long - term preservation (or replacement) needs.
3. Develop prioritized action plans to address urgent repairs and schedule longer-term improvements.
4. Begin implementation of high priority projects/properties.

Key Milestones: Complete Prioritized Action Plan by end of third quarter 2025

Objective I-1.2: Initiate development of at least fifty new housing units

- **Responsible Parties - Executive Director, Executive Team and Consultant**

Action Plan

1. Conduct a feasibility study to assess market demand, suitable locations, and available funds for new housing.
2. Secure necessary plans, permits, grants, and loans to fund the new units.
3. Begin construction on the most feasible and high-priority housing developments.
4. Monitor construction progress to ensure timely and on-budget completion.

Key Milestones: Begin construction of new housing by fourth quarter 2026

Objective I-1.3: Prepare and implement a renovation plan for 20% of existing housing stock.

- **Responsible Parties - Executive Director, Executive Team and Consultant**

Action Plan

1. Identify 20% of properties that require renovation to improve safety, accessibility, and curb appeal.
2. Develop renovation plans with detailed schedules and budget estimates.
3. Implement the renovation work and ensure adherence to safety and quality standards.
4. Track progress and ensure the renovations are completed on – time.

Key Milestones: Begin construction of renovation projects by the end of first quarter 2026

STRATEGIC PRIORITY II : Succession Planning

Goal II-1: Develop a Succession Plan

Objective II-1.1: Draft a Scope of Services for a qualified human resources consultant to conduct a search for an Executive Director

- **Responsible Parties – Executive Director & Executive Team**

Action Plan

1. Research other Housing Agency recruitment efforts /Human Resource consultants and similar service agreements and timelines for a recruitment process.
2. Draft preliminary scope of services.
3. Identify list of candidate consultants.
4. Prepare to initiate formal consultant selection process when needed.

Key Milestones: Be prepared to initiate consultant selection process by the end of 2025

Objective II-1.2: Identify internal candidates for each key staff management position.

- **Responsible Parties – Executive Director & Executive Team**

Action Plan:

1. Identify key management positions within LRHA and necessary competencies for each.
2. Assess current employees to evaluate their potential for future management roles.
3. Document internal candidates as potential successors to current managers – create personalized development plan for each candidate.
4. Identify gaps in management succession and timelines to fill those gaps.

Key Milestones: Complete internal candidate identification process by the end of 2025

Objective II-1.3: Develop and implement a mentorship program.

- **Responsible Parties – Executive Director & Executive Team**

Action Plan

1. Define the mentorship program structure, goals, mentor pairings and evaluation criteria.
2. Select mentors from senior managers and identify emerging talent or recruitment needs to include in the program.
3. Launch the program and conduct quarterly reviews to assess progress and staff development.

Key Milestones: Launch the mentorship program by the end of the second quarter 2025

Objective II-1.4: Deliver targeted management training sessions for high-potential employees.

- **Responsible Parties – Executive Director & Executive Team**

Action Plan

1. Identify high-potential employees based on performance assessments.
2. Develop or source management training programs that focus on critical skills.
3. Schedule and conduct training sessions for selected employees and measure program effectiveness.

Key Milestones: Launch the training sessions by the end of the second quarter 2025

STRATEGIC PRIORITY III: Communications and Advocacy

Goal III-1: Increase Awareness of LRHA Programs and Effectiveness of Community Relationships

Objective III-1.1: Increase Social Media outreach by 25 %.

- **Responsible Parties – Executive Director & Marketing Consultant**

Action Plan

1. Review and optimize current social media strategies to increase engagement & visibility.
2. Create engaging content to highlight housing programs, resident success stories & community impact.
3. Track social media metrics and adjust strategies as needed to achieve target increase.

Key Milestones: Review and adjust strategies by the end of the fourth quarter 2025

Objective III-1.2: Launch a quarterly newsletter.

- **Responsible Parties – Executive Director & ROSS Coordinator**

Action Plan

1. Design and implement a community newsletter to provide updates on housing projects.
2. partnerships and services.
3. Develop a distribution list and use targeted marketing to increase readership by 50%.
4. Monitor engagement and adjust content based on feedback and analytics.

Key Milestones: Launch the community newsletter by the end of the fourth quarter 2025

Objective III-1.3: Create an annual advocacy campaign.

- **Responsible Parties - Executive Director**

Action Plan

1. Develop messaging that highlights the need for policy support and the benefits of affordable housing initiatives.
2. Plan and implement a targeted advocacy campaign that includes outreach to local government officials, business leaders, and community stakeholders.
3. Secure at least two new endorsements from local leaders or organizations.

Key Milestones: Secure the new endorsements by the end of fourth quarter 2025

Strategic Priority IV: Collaboration and Partnerships

Goal IV-1: Improve the Effectiveness of LRHA Partnership Programs

Objective IV-1.1: Establish partnerships with at least three new agencies re.: children's services.

- **Responsible Parties – Executive Director & ROSS Coordinator**

Action Plan

1. Research & identify agencies specializing in education, after-school programs, or family support services.
2. Reach out to potential partners to explore collaboration opportunities.
3. Formalize agreements with at least three new partners to offer services to school-age children and their families.

Key Milestones: Formalize agreements with three new partners by end of third quarter 2025

Objective IV-1.2: Launch a collaborative program with an external agency focused on child/family services.

- **Responsible Parties – Executive Director & ROSS Coordinator**

Action Plan

1. Collaborate with partners to identify a shared program focus, such as after-school care or parenting support.
2. Develop a comprehensive program plan, including timelines, responsibilities, and necessary resources.
3. Launch the program and track its impact on the community.

Key Milestones: Launch the new collaborative program by end of fourth quarter 2025

Objective IV-1.3: Hold quarterly review meetings with existing partners to assess program outcomes.

- **Responsible Parties – Executive Director & ROSS Coordinator**

Action Plan

1. Set regular quarterly meetings with all current partners.
2. Review program outcomes to assess impact, identify successes, and uncover areas for improvement.
3. Discuss potential new initiatives or opportunities for expanding existing programs.

Key Milestones: Initiate quarterly review meetings by the end of second quarter 2025

STRATEGIC PRIORITY V: Long-Term Sustainability

Goal V-1: Improve the Long-Term Sustainability of LRHA

Objective V-1.1 : Secure two additional funding sources

- **Responsible Parties – Executive Director & Manager of Finance**

Action Plan

1. Research potential new funding sources, such as grants, sponsorships, and philanthropic partnerships.
2. Develop funding proposals and engage with potential funders to build relationships.
3. Secure at least two new funding sources to diversify LRHA's financial portfolio.

Key Milestones: Secure new funding sources by the end of fourth quarter 2026

Objective V-1.2: Conduct a sustainability audit.

- **Responsible Parties – Executive Director & Executive Team**

Action Plan

1. Appoint an external auditor to assess sustainability across all properties.
2. Identify cost-saving opportunities, resource inefficiencies, and areas for improvement.
3. Develop an actionable plan based on audit findings and implement recommended changes.
4. Regularly monitor progress and adjust as needed.

Key Milestones: Complete Action Plan by the end of third quarter 2026

Objective V-1.3 : Reduce utility costs by 15%.

- **Responsible Parties – Executive Director & Executive Team**

Action Plan


1. Conduct energy audits across all properties to identify areas for energy savings.
2. Prioritize cost-effective energy-saving measures, such as LED lighting, insulation, and smart thermostats.

3. Implement energy-saving measures in the highest consuming properties.
4. Monitor utility usage to track and report savings.

Key Milestones: Implement energy-saving measures by the end of second quarter 2026

Implementation Timeline

Implementation Timeline

Year  Indicates Key Milestone Deadline

	2025				2026				2027				2028				2029			
	QTR 1	QTR 2	QTR 3	QTR 4	QTR 1	QTR 2	QTR 3	QTR 4	QTR 1	QTR 2	QTR 3	QTR 4	QTR 1	QTR 2	QTR 3	QTR 4	QTR 1	QTR 2	QTR 3	QTR 4
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2. Identify immediate maintenance needs and long - term preservation (or replacement) needs	[Bar]																			
3. Develop prioritized action plans to address urgent repairs and schedule longer-term improvements																	[Bar]			
4. Begin implementation on high priority projects/properties					[Bar]				[Bar]				[Bar]				[Bar]			
Objective I-1.2: Initiate development of at least fifty new housing units																				
Responsible Parties - Executive Director, Executive Team and Consultant																				
Action Plan																				
1. Conduct a feasibility study to assess market demand, suitable locations, and available funds for new housing	[Bar]				[Bar]				[Bar]											
2. Secure necessary plans, permits, grants, and loans to fund the new units					[Bar]				[Bar]				[Bar]				[Bar]			
3. Begin construction on the most feasible and high - priority housing developments									[Bar]				[Bar]				[Bar]			
4. Monitor construction progress to ensure timely and on-budget completion									[Bar]				[Bar]				[Bar]			
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2. Develop renovation plans with detailed schedules and budget estimates					[Bar]				[Bar]				[Bar]				[Bar]			
3. Implement the renovation work and ensure adherence to safety and quality standards					[Bar]				[Bar]				[Bar]				[Bar]			
4. Track progress and ensure the renovations are completed on - time					[Bar]				[Bar]				[Bar]				[Bar]			

STRATEGIC PRIORITY II: Succession Planning

Goal: Develop a Succession Plan

Objective II-1.1: Develop a Comprehensive Scope of Services for Recruiting Key Leadership Positions When a Vacancy Occurs

Responsible Parties - Executive Director & Executive Team

Action Plan

1. Research other Housing Agency recruitment efforts /Human Resource consultants and similar service agreements and timelines for a recruitment process
2. Draft preliminary scope of services
3. Identify list of candidate consultants
4. Prepare to initiate formal consultant selection process when needed

Objective II-1.2: Identify internal candidates for each key staff management position

Responsible Parties - Executive Director & Executive Team

Action Plan

1. Identify key management positions within LRHA and necessary competencies for each
2. Assess current employees to evaluate their potential for future management roles
3. Document internal candidates as potential successors to current managers - create personalized development plan for each candidate
4. Identify gaps in management succession and timelines to fill those gaps

Objective II-1.3: Develop and Implement a mentorship program

Responsible Parties - Executive Director & Executive Team

Action Plan

1. Define the mentorship program structure, goals, mentor pairings and evaluation criteria
2. Select mentors from senior managers and identify emerging talent or recruitment needs to include in the program
3. Launch the program and conduct quarterly reviews to assess progress and staff development

Objective II-1.4: Deliver targeted management training sessions for high-potential employees

Responsible Parties - Executive Director & Executive Team

Action Plan

1. Identify high-potential employees based on performance assessments
2. Develop or source management training programs that focus on critical skills
3. Schedule and conduct training sessions for selected employees and measure program effectiveness

STRATEGIC PRIORITY III: Communications and Advocacy
Goal: Increase Awareness of LRHA Programs and Effectiveness of Community Relationships

Objective III-1.1: Increase Social Media outreach by 25 %

Responsible Parties - Executive Director & Marketing Consultant

Action Plan

1. Review and optimize current social media strategies to increase engagement & visibility

2. Create engaging content to highlight housing programs, resident success stories & community impact

3. Track social media metrics and adjust strategies as needed to achieve target increase

Objective III-1.2: Relaunch a quarterly newsletter

Responsible Parties - Executive Director & ROSS Coordinator

Action Plan

1. Design and implement a new community newsletter to provide updates on housing projects, partnerships and services

2. Develop a distribution list and use targeted marketing to increase readership by 50%

3. Monitor engagement and adjust content based on feedback and analytics

Objective III-1.3: Create an annual advocacy campaign

Responsible Parties - Executive Director

Action Plan

1. Develop messaging that highlights the need for policy support and the benefits of affordable housing initiatives

2. Plan and implement a targeted advocacy campaign that includes outreach to local government officials, business leaders, and community stakeholders

3. Secure at least two new endorsements from local leaders or organizations

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3. Discuss potential new initiatives or opportunities for expanding existing programs												

STRATEGIC PRIORITY V: Long-Term Sustainability

Goal: Improve the Long-term Sustainability of LRHA

Objective V-1.1: Secure two additional funding sources

Responsible Parties - Executive Director & Manager of Finance

Action Plan

- 1. Research potential new funding sources, such as grants, sponsorships, and philanthropic partnerships
- 2. Develop funding proposals and engage with potential funders to build relationships
- 3. Secure at least two new funding sources to diversify LRHA's financial portfolio

Objective V-1.2: Conduct a sustainability audit

Responsible Parties - Executive Director & Executive Team

Action Plan

- 1. Appoint an external auditor to assess sustainability across all properties
- 2. Identify cost-saving opportunities, resource inefficiencies, and areas for improvement
- 3. Develop an actionable plan based on audit findings and implement recommended changes
- 4. Regularly monitor progress and adjust as needed

Objective V-1.3: Reduce utility costs by 15%

Responsible Parties - Executive Director & Executive Team

Action Plan

- 1. Conduct energy audits across all properties to identify areas for energy savings
- 2. Prioritize cost-effective energy-saving measures, such as LED lighting, insulation, and smart thermostats
- 3. Implement energy-saving measures in the highest-consuming properties
- 4. Monitor utility usage to track and report savings