

B.2 - HRHA 2025-2029 Five Year Plan Goals and Objectives

1. Expand Housing Opportunities.

2025: Completion and lease up of 16 new one bedroom units at Commerce Village II. Initiate the renovation of Lineweaver Annex with completion in 2026. Start the for sale housing at Bluestone Town Center with a combination of 30 Townhome and/or single family homes sold to families at 80%-120% of AMI. Initiate first time home buyers program targeting 20 participants receiving \$15,000.00 in down payment and closing costs assistance. Completion of the project basing process for Commerce Village II and Lineweaver Annex. Maintain High Performer status and increase utilization of budget and voucher authority to access additional vouchers as they become available. Target an increase of 100 additional vouchers by FY 2029. Explore potential partnership with the City of Harrisonburg to act as the affordable housing developer for City owned property.

In FY 26, finalize renovation at Lineweaver Annex. Initiate construction of the 68 senior housing apartments at Bluestone Town Center and finalize financing of the 83 Multifamily housing at Bluestone Town Center. Construct an additional 30 new Townhome and/or Single Family homes for first time homebuyers at 80% to 120% of AMI.

In FY 27, complete the construction of the senior housing at BTC. Initiate the construction of the multifamily housing at BTC. Complete the necessary transportation proffers at BTC. Initiate small infill housing development initiative building 3-4 units annually targeting mixed income to support affordability. Expand use of HRHA's non-profit -Shenandoah Housing Corporation to lead the development process. HRHA to consider donation of land to the nonprofit to support the infill initiative.

In FY 28, completion of the construction of the multifamily units at BTC. Initiate sale of additional new 30 units of townhome and/or single family homes at BTC. Complete development of small housing development of 3-4 units. Initiate the financing applications for phase 2 of BTC (80 units of senior housing and 120 units of multifamily housing).

In FY 29, initiate the construction of the phase 2 senior housing. Finalize applications for funding of phase 2 of BTC multifamily housing. Initiate development of second small housing development of 3-4 units.

2. Expand Housing Choice

In FY 25, continue the implementation of the MTW program to expand HCV participants' choices in accessing housing through implementation of landlord incentive program. Target increase in landlords participating in the program by 5% annually. Finalize the comprehensive program evaluation of HRHA's MTW program and present at the Authority's annual meeting. Explore and analyze the impact of adding a step rent policy for non-elderly/disabled in the HCV program. Present to Board of Commissioners for approval of potential inclusion in the FY 26 MTW supplement. Continue the expansion of the community advisory board to ensure persons with lived experiences perspectives are included in HRHA programing. Conduct two to three

community events annually to support the community advisory board's achievement of addressing and improving health and safety issues. Maximize HCV budget authority expenditure to achieve 98% utilization on an annual basis. Continue participation with the Public Housing Consortium facilitated by the Eastern Virginia Medical School to improve the health outcomes of HRHA residents and program participants.

In FY25, explore partnership with UVA researchers for the project "Co-Producing Equitable and Effective Solutions to Decarbonize the Affordable Housing Sector" focusing on the decarbonization of affordable housing units, specifically project-based units owned by HRHA. The outcome of this project has the potential to be scalable across development projects throughout the United States and contribute to further [something] efficiencies to benefit tenants residing in affordable housing units.

In FY 26, using the results of the MTW program evaluation, determine if any additional changes are needed to the program activities to improve outcomes. Hold at least two listening session and focus groups with MTW participants and stakeholders to ensure activities are addressing participant's need and to support any necessary program modifications. Continue community advisory board activities with two to three programming activities annually. Continue the landlord incentive program. Maximize HCV budget authority expenditure to achieve 98% utilization on an annual basis. Continue the landlord incentive program. Continue participation with the Public Housing Consortium facilitated by the Eastern Virginia Medical School to improve the health outcomes of HRHA residents and program participants.

In FY 27, continue the MTW program evaluation and activities improvement process. Modify activities as needed. Continue the community advisory board engagement with 2-3 activities scheduled annually. Continue Landlord incentives and hold at least one landlord event to obtain input and address any concerns with program participation. Continue participation with the Public Housing Consortium facilitated by the Eastern Virginia Medical School to improve the health outcomes of HRHA residents and program participants.

In FY 28, implement a mapping process of HCV participants to evaluate participant's ability to access areas of opportunity within the City of Harrisonburg and Rockingham County. Use mapping data to determine if modifications to the landlord incentive program are needed. Continue the community advisory board activities with 2-3 events held annually. Continue participation with the Public Housing Consortium facilitated by the Eastern Virginia Medical School to improve the health outcomes of HRHA residents and program participants.

In FY 29, continue the evaluate of the Authority's MTW activities to determine the need for any modifications to the activities. Update mapping process to determine if program activities are

supporting participant's access to area of higher opportunity. Continue community advisory board activities with 2-3 events held annually. Continue participation with the Public Housing Consortium facilitated by the Eastern Virginia Medical School to improve the health outcomes of HRHA residents and program participants.

3. Expand partnerships and increase collaborations with external stakeholders.

In FY 25, HRHA will continue its outreach and partnership activities with City of Harrisonburg and other stakeholders to promote fair housing, the development of affordable housing and addressing needs of individuals experiencing housing instability. Conduct jointly with stakeholders one to two events annually to address fair housing, increasing affordable housing options and addressing housing instability. Continue partnerships to support community garden and possible expansion to other HRHA properties. Identify resources and necessary supports to expand the garden to Reservoir site. Additionally, HRHA will collaborate with Community Housing Partners (CHP) through their weatherization program. This initiative is designed to assist low-income individuals and families in lowering their energy expenses by enhancing the energy efficiency and overall health of their homes. The program utilizes the federal weatherization assistance program, along with other funding sources, to achieve these goals. HRHA aims to advocate for the weatherization program among landlords, with the objective of improving housing conditions for tenants at no expense to either the landlords or tenants.

In FY 26, HRHA will look to expand its partnerships to address LGBTQ issues, racial equity, homeless youth, sustainable building, and needs of the elderly. Jointly hold one to two events with stakeholders to increase community awareness of the needs and challenges and development of an action plan to support achievement of program changes to address the needs of these specialty population groups to include grant applications for resource development.

In FY 27, HRHA will evaluate its outreach and engagement activities to determine the greatest housing needs within the City of Harrisonburg and Rockingham County. Gather all data and conduct focus groups to update HRHA's strategic plan. Hold community meeting with key stakeholders for input on HRHA's activities. Determine need an apply for funding to support the strategic plan update.

In FY 28, HRHA will complete the strategic planning process and establish new goals, objectives and activities for the next three-year period. Continue community partnership engagement for support of achievement of new goals.

In FY 29, HRHA will be implementing the new goals established by the strategic planning process.

4. Strengthen Internal Capacity to Achieve Strategic Goals

In FY 25, HRHA will evaluate its organizational structure to determine the effectiveness and capacity to support the achievement of the strategic goals. In partnership with agency attorneys conduct comprehensive review of HRHA's personnel policies. Conduct salary studies on an annual basis to ensure HRHA's salaries and benefits are competitive. Within given funding, make salary, wage, and benefits adjustments as needed. Evaluate the feasibility of expanding or relocating the administrative office to address parking and office space issues with the current staffing levels. Develop an action plan to address these parking and office space issues. Review and evaluate how to improve resident and program participant's experience with HRHA through use of a Kiosk or other technical services to share and communicate information. Hold 3-4 staff meetings annually to increase staff's input on HRHA's activities. Determine the need and develop if necessary a succession plan for the organization to include cross training of key positions. Determine availability for funding of succession planning activities.

In FY 26, HRHA will continue to evaluate its organizational structure to determine if any additional changes are needed. Review and adjust salaries and wages as necessary. Explore use of technology to expand staff's capacity. Conduct its annual salary and benefits review. Hold 3-4 staff meetings annually to increase staff's input on HRHA's activities.

In FY 27, continue annual evaluation of organizational structure and compensation packages. Make adjustments as necessary consistent with funding levels. Hold 3-4 staff meetings annually to increase staff's input on HRHA's activities.

In FY 28, create an HRHA employee committee to implement review of benefits and leave for HRHA employees. Determine if any new changes are needed to ensure HRHA is competitive with other local employers. Make adjustments as necessary to salaries, wages, and benefits consistent with funding levels. Hold 3-4 staff meetings annually to increase staff's input on HRHA's activities.

In FY 29, utilize employee committee to develop an on-boarding program. Make adjustments as necessary to salaries, wages and benefits consistent with funding levels. Hold 3-4 staff meetings annually to increase staff's input on HRHA's activities.