

READING HOUSING AUTHORITY
STRATEGIC PLAN
2020 - 2025

PROVIDE HOUSING CHOICE

Reading Housing Authority will expand its housing continuum to enable both residents and others in need of housing services to exercise their choice of housing options. It will supplement this continuum with the support services needed to exercise those options.

Objectives

- Expand rental-subsidy programming as suitable opportunities become available
- Develop a program to prepare and incentivize residents in their pursuit of market-rate options
- Develop solutions to meet the housing needs of sub-populations
- Participate with the City of Reading and other stakeholders to improve upon housing, redevelopment and economic needs in the jurisdiction
- Explore opportunities for greater independence from federal funding including expansion of market-rate properties

IMPROVE RESIDENT CONNECTIONS

Reading Housing Authority will develop a range of resident support activities and a process for delivering them.

Objectives

- Evaluate our business model to ensure that it reflects the changing needs of our customers, including:
 - Hours of operation
 - Resident onboarding
 - Resident-focused property management
- Develop a plan to operationalize our Impact, Mission & Values statements

DELIVER HUMAN SERVICES

Reading Housing Authority will assess the human service needs of its residents and develop the capability and capacity to deliver them.

Objectives

- Provide services that support a zero-eviction philosophy and help to meet the agency mission
- Develop outcome-driven programming that responds to trends which negatively affect our communities, by-
 - Proactively improving our resident safety net including domestic abuse of all types
 - Expanding resident services
 - Partnering with and helping to develop strong, capable Resident Councils

BUILD OPERATIONAL CAPABILITIES

Reading Housing Authority will build the organizational capacity and workforce needed to support its mission for the next 20 years.

Objectives

- Improve focus on staff capacity, development and collaboration
 - Develop a materially enhanced employee orientation and on-boarding process
 - Provide programs to prepare our managers and supervisors for the challenges of people management
- Make effective use of technology to improve customer service, enhance communication and reduce administrative burden
- Ensure policy-driven practice throughout the organization
- Emphasize efficiency by managing risk, waste and abuse
- Strategically communicate the RHA history, state of the operation, and potential to the larger community