

READING HOUSING AUTHORITY

FIVE-YEAR STRATEGIC PLAN

April 2025 – March 2030

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 and *pursue the housing choices for their future*.

2024 – 2025 Objectives

- Launch a Project-Based Voucher Program and be positioned to pursue additional vouchers as available.
- Develop existing RHA-owned properties to create mixed income communities and generate incremental income.

Objectives for Future Consideration

- Develop a program to prepare and incentivize residents in their pursuit of market-rate options and/or home ownership to create available properties.
- Develop solutions to meet the housing needs of discrete populations.
- Participate with the City of Reading and other stakeholders to improve upon housing, redevelopment, and economic needs in the jurisdiction.
- Identify services we do well and explore opportunities to market them in the private sector or other housing-focused organizations to create greater independence from federal funding.
- Develop acquisition and development strategies to expand our private property options.
- Explore repositioning options for public housing aligned with HUD's RAD intentions.

Improve Customer Connections

Reading Housing Authority will *continue* to develop a range of *customer services* and a process for delivering them.

2024 – 2025 Objectives

- Launch the Oakbrook Center for Community Services and determine how to optimize the services it delivers. Replicate those services where indicated.
- Evaluate our business model for our affordable rentals to ensure that it reflects the changing needs of our customers and best practices in private-sector property management.

Objectives for Future Consideration

- Assess the needs of our customers, identify service gaps, and develop solutions to them (including resident access to services).
- Develop and launch a process to assess resident satisfaction.
- Conduct an assessment of our housing jurisdiction and develop solutions to identified needs.



Deliver Human Services

Reading Housing Authority will *continue to assess the human service needs it delivers to the people it supports* and develop the capability and capacity to *provide them*.

2024 – 2025 Objectives

- Explore additional funding to increase/improve human services.
- Expand our case management-based solution to our prevailing lease compliance issues. Consider partnering with other agencies to deliver this solution.
- Proactively improve the safety and security within our properties and programs.

Objectives for Future Consideration

- Integrate Foundation Housing and Services, Inc. into our larger operations.
- Improve and expand our service coordination activities into our voucher programs, affordable rentals, and outside RHA properties.

Build Operational Capabilities

Reading Housing Authority will build the *institutional knowledge, processes, and organizational capacity* needed to support its mission for the next 20 years.

2024 - 2025 Objectives

- Position our newly hired staff for success by addressing our staff retention, professional development, and collaborative activities. As part of this objective, RHA will:
 - Continue to provide resources that prepare our leadership for the challenges of people management.
 - Develop an organization-wide set of activities to provide our new hires with robust support for their first 90 days of employment.

Objectives for Future Consideration

- Define the current risks created by the people in/on our programs/properties we frequently encounter and prepare our people to address them.
- Positively address our staff retention.
- Create a formal succession plan for our organization.
- Create the ideal staffing profile for each division and develop a plan to implement that solution.

READING HOUSING AUTHORITY
400 HANCOCK BOULEVARD
READING, PA 19611
610-775-4813
www.readingha.org