



# Hampton Roads Housing Consortium

*Connecting, Equipping, and Leading*

## THE HRHC STRATEGIC PLAN FOR REGIONAL HOUSING EXCELLENCE



Painting Credit: Mike Long

**THREE-YEAR STRATEGIC PLAN**  
*January 1, 2026 - December 31, 2028*

*Office*

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*A Tier I Capacity Building Grant from Virginia  
Housing made this Strategic Plan possible.*

The Hampton Roads Housing Consortium (HRHC) proudly presents this **Three-Year Strategic Plan**, a focused roadmap designed to significantly strengthen our role as the region’s central hub for housing collaboration, education, and innovative problem-solving. This plan, made possible through a generous **Virginia Housing Tier I Capacity Building Grant**, is the culmination of a rigorous, seven-month process led by Clear Vision Consulting Group. This effort involved deep engagement and thoughtful discussion among our Board members, dedicated housing professionals, and key community partners. The result is a clear strategy that positions HRHC for intentional growth, enhanced regional impact, and long-term sustainability.

The Hampton Roads region continues to face significant housing challenges, from affordability pressures to limited supply and the growing need for resilient, equitable communities in the 17 localities that make up the Hampton Roads region. At the same time, members expressed a strong desire for expanded leadership development, more robust outreach, clearer communication, and increased opportunities to engage with peers and partners.

This plan centers on three strategic goals that reflect those needs:

#### *Capacity Building*

Strengthening our foundation through improved governance, staffing, financial systems, and technology.

#### *Membership Engagement and Development*

Deepening relationships, increasing member value, and creating more inclusive, accessible opportunities for connection and learning.

#### *Advocacy and Awareness*

Ensuring HRHC serves as a trusted, nonpartisan regional voice on housing issues—one that informs, educates, and elevates shared priorities.

To support implementation, HRHC is considering the use of **Monday.com** as its scorecard and tracking platform. This tool allows us to align tasks, timelines, costs, and performance measures, while giving the Board a clear line of sight into progress throughout the three-year period.

The plan outlines an estimated investment of **\$299,050** over three years, focused on staffing, succession planning, technology upgrades, marketing, and fundraising capacity. These investments are essential for HRHC’s evolution from a volunteer-run consortium into a fully equipped regional leader. Funding will be pursued through grants, sponsorships, membership revenue, and strategic fundraising efforts.

Looking ahead, HRHC envisions a future where the organization is staffed, financially sustainable, and fully prepared to meet the region’s growing housing needs. Our long-term goal is to continue serving as the place where collaboration happens—connecting leaders, sharing knowledge, and creating the partnerships that move housing solutions forward. At its core, this plan reflects HRHC’s commitment to ensuring that every Hampton Roads resident has access to safe, suitable housing and that our region continues to thrive through shared effort and shared purpose.

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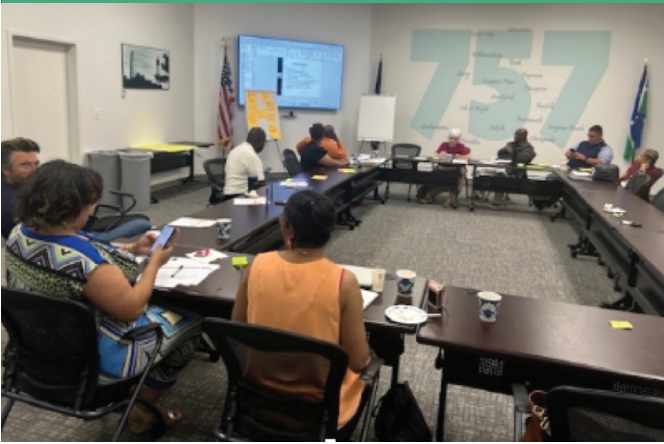
## INTRODUCTION

A generous grant award from Virginia Housing funded the Strategic Planning process. Virginia Housing's Tier I Capacity Building Program was developed to fund non-profit organizations and developers within Virginia's housing network to support the development of a Strategic Plan or Succession Management Plan to aid in expanding the efficiency and effectiveness of programs.

Hampton Roads Housing Consortium (HRHC) engaged the nonprofit capacity-building services of Clear Vision Consulting Group, LLC (CVC) to facilitate its strategic planning process through interactive group meetings, individual interviews, and digital data collection. CVC is located in North Chesterfield, Virginia, and is minority- and woman-owned.

### *Tentative Schedule*





*Pictured from left to right: Sherri Payton, Shernita Bethea, Bjorn Koxvold, Philip Page, CVC Consultants Shawn Washington-Williams and Don Williams, Annie White-Guertin, George Scott, Brett Sierra, and Gigi Houchins.*

The Strategic Planning Committee was a multidisciplinary team was composed of six of the eight members of the HRHC Board of Directors and two additional HRHC members working in the housing industry. The members of the Strategic Planning Work Group are recognized below:

#### *HRHC Board Members*

**Dr. Brett Sierra**  
**George Scott**  
**Philip Page, Jr.**  
**Shernita Bethea**  
**Gigi Houchins**  
**Bjorn Koxvold**

#### *Housing Industry Members*

**Anita Daye**  
*Norfolk Redevelopment & Housing Authority*  
**Annie White-Guertin**  
*Portsmouth Area Resources Coalition, Inc. (PARC)*

The Strategic Planning Committee met 13 times over the course of seven months to brainstorm, lend expertise, and challenge the norms to develop the goals, objectives, strategies, and financial implications related to the implementation of the Strategic Plan.

**7** IN-PERSON MEETINGS

**6** VIRTUAL MEETINGS

**40** GROUP MEETING HOURS

**24** INDIVIDUAL ACTIVITY HOURS

**170+ hours**

**DEDICATED BY STRATEGIC  
 PLANNING WORK GROUP  
 COLLECTIVELY**

ORGANIZATIONAL OVERVIEW

1996 — Formation and Regional Vision

Regional housing leaders, local governments, and the Hampton Roads Planning District Commission (HRPDC) begin meeting informally. The Hampton Roads Housing Consortium (HRHC) is established as a regional collaborative to strengthen housing stability, opportunity, and access for communities throughout the Hampton Roads region.

2000–2005 — Building a Regional Network

HRHC expands membership to include local governments, housing authorities, non-profits, lenders, realtors, and housing service providers

Regular quarterly meetings focus on policy updates, resource sharing, and regional housing trends

2006–2010 — Formalizing Programs and Recognition

HRHC introduces the Annual Housing Awards Ceremony

Consortium strengthens advocacy around homelessness prevention, housing affordability, and regional coordination

2011–2016 — Expanding Collaboration

Membership grows to include more private-sector partners

HRHC increases role in regional collaboration and works closely with supportive-service agencies

2020–2022 — COVID-19 and Housing Challenges

HRHC pivots to virtual collaboration during the pandemic

Consortium provides regional support for rental assistance and emergency housing needs

2025–PRESENT — Strategic Growth and Capacity Building

HRHC develops a structured plan for capacity building, member engagement, and expanded advocacy

Committees become more active to support organizational growth

HAMPTON  
ROADS REGION  
OF SOUTHEAST  
VIRGINIA

Chesapeake

Franklin

Gloucester  
County

Hampton

Isle of Wight  
County

James City

Newport News

Norfolk

Poquoson

Portsmouth

Smithfield

Southampton  
County

Suffolk

Surry County

Virginia Beach

Williamsburg

York County

### ORGANIZATIONAL OVERVIEW

#### *Mission Statement*

HRHC is a regional network that supports housing solutions by equipping and empowering our members to serve the Hampton Roads community through collaboration, education, and strategic partnerships.

#### *Vision Statement*

Every Hampton Roads resident has suitable housing.

#### *Guiding Principles*

##### **INTEGRITY**

HRHC operates with the highest standards of transparency and honesty.

##### **COLLABORATION**

HRHC promotes housing partnerships and connections that ensure inclusivity and diversity in its members and stakeholders.

##### **SERVICE**

HRHC aspires to be a valuable resource for our members and stakeholders to address affordable housing needs.

##### **LEADERSHIP**

HRHC sets the standard in addressing housing challenges by innovating, inspiring, and driving forward initiatives that create housing solutions.



**Hampton Roads**  
**Housing Consortium**

ORGANIZATIONAL OVERVIEW

Membership in the Hampton Roads Housing Consortium (HRHC) represents a broad, region-wide commitment to advancing housing affordability, quality, and opportunity across the entire Hampton Roads metropolitan area. HRHC brings together a diverse network of public, private, non-profit, and community stakeholders who recognize that housing challenges and solutions do not stop at city or county lines.

As a regional coalition, HRHC members collaborate across jurisdictions—including urban centers, suburban neighborhoods, and rural localities—to share information, align strategies, and coordinate housing initiatives that benefit the region as a whole. Representatives from local governments, housing authorities, developers, service providers, financial institutions, and advocacy organizations all participate, creating a uniquely comprehensive and interconnected membership base.

This regional perspective allows members to address shared challenges such as housing affordability, workforce housing demand, homelessness, and equitable development with a unified voice. By pooling expertise and resources, HRHC members help shape policies and partnerships that strengthen the housing ecosystem across Hampton Roads. Membership ensures that each locality’s efforts contribute to a broader, coordinated regional vision — one that supports vibrant communities, sustainable growth, and improved quality of life for residents throughout the region.



## ORGANIZATIONAL OVERVIEW

Each year, HRHC recognizes those whose efforts exemplify excellence in service, creative problem-solving, and meaningful impact on families and neighborhoods. The awards highlight the importance of **collaboration, education, and strategic partnerships** in advancing housing solutions while elevating leaders who demonstrate measurable progress and long-term commitment to the region.

Now in its **19th year**, the Annual Awards continue to serve as a platform not only to honor achievement, but also to inspire action, foster regional recognition, and reinforce HRHC's mission to promote housing opportunity for all. The celebration brings together public, private, and nonprofit partners to acknowledge success, share best practices, and reaffirm a collective commitment to creating stronger, more equitable communities.



 **19<sup>th</sup> Annual HRHC Awards**  
Hampton Roads Housing Consortium

**REBUILDING OUR COMMUNITIES:  
BRICK BY BRICK**

Join us for an inspirational message from retired NFL player, Antoine Bethea. He will share his powerful insights on community building, healing neighborhoods, and transforming lives. Don't miss the chance to help us recognize this year's well-deserved award recipients and enjoy an afternoon of valuable networking.

**November 13, 2025 at 12:00 noon**  
**Founders Inn & Spa**  
**5641 Indian River Rd - Virginia Beach, VA**

 **ANTOINE BETHEA**  
Former NFL Player & Philanthropist  
Founder of SafeHaven Empowerment Center in Newport News

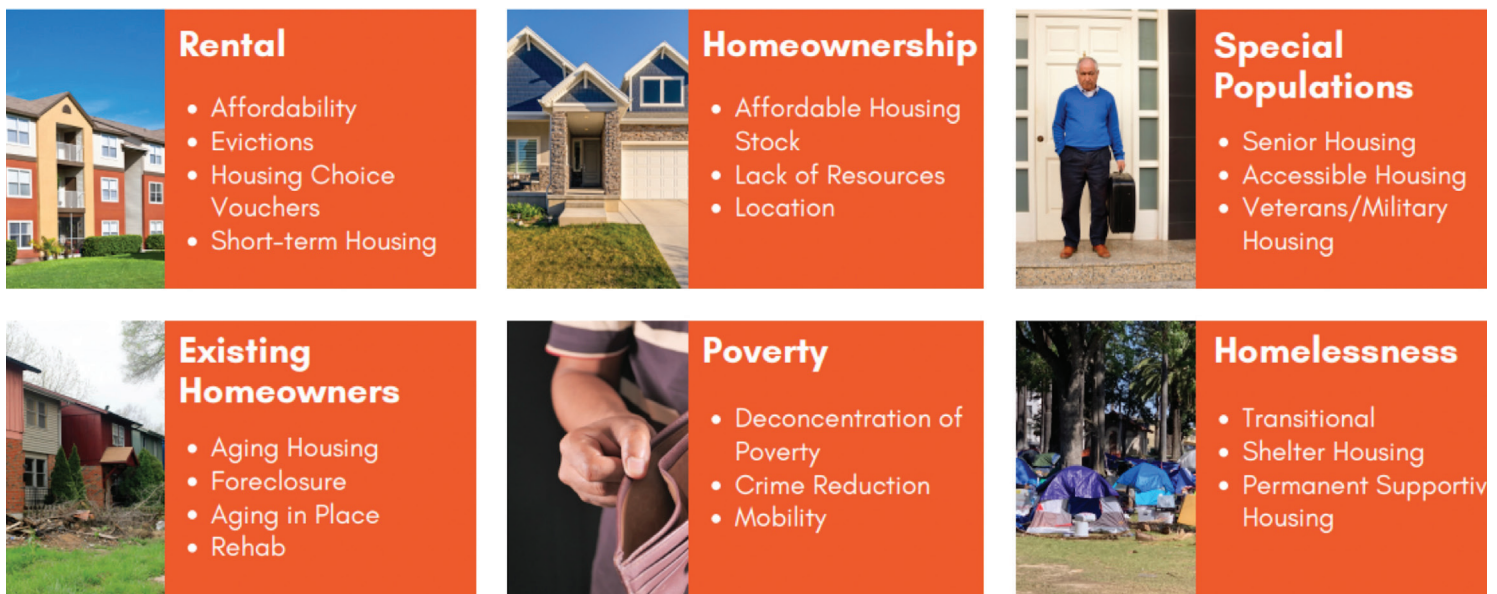
Learn more and register at:  
[www.hamptonroadshousing.org](http://www.hamptonroadshousing.org)



### ENVIRONMENTAL SCAN

The Hampton Roads region faces complex and interrelated housing challenges that affect families, workers, and communities at every income level. Without continued collaboration, strategic investment, and coordinated policy approaches, affordability gaps, housing shortages, and environmental threats will continue to widen. HRHC is the recognized leader in addressing these challenges, requiring strong regional leadership, sustained public-private partnerships, and targeted solutions that prioritize stability, accessibility, and long-term resilience.

The following chart from the Hampton Roads Planning District Commission Regional Housing Workgroup presentation dated July 24, 2023, outlines the **most pressing housing challenges** for the region:



### ENVIRONMENTAL SCAN

During the COVID-19 global pandemic, HRHC adapted its operations by transitioning all meetings to a virtual platform, implementing board meeting protocols, and adhering closely to guidance issued by the Commonwealth of Virginia. Moving forward, HRHC will initiate comprehensive disaster-recovery planning and strengthen its network security to ensure greater operational resilience in future years.

### ENVIRONMENTAL SCAN

The following Strengths, Weaknesses, Opportunities, and Threats were identified, and the Strategic Goals set forth in Section IV.A. were developed to capitalize on the strengths, to mitigate the weaknesses, and to seize the opportunities while preparing to face the threats of the affordable housing ecosystem in the Hampton Roads region.

#### Strengths

- Diverse membership
- Recognition of regional housing successes and housing awards
- Long standing stability
- Strong relationships with housing partners
- Entrusted regional convener bringing a wealth of resources to the housing discussion
- True regionalism encompassing all 17 jurisdictions
- Information and data sharing between providers
- Well-defined mission and vision
- Adaptability to current trends

#### Weaknesses

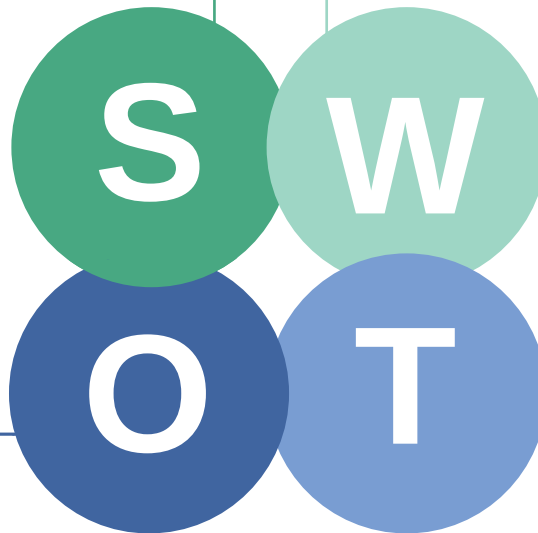
- No paid staff
- Adherence of Board terms
- Lack of interest in Board service
- Consistent board member engagement
- Revenue generation
- Limited marketing and social media presence
- Member recruitment and engagement
  - Lack of meeting locations
  - Limited technology
  - Outdated “vintage” branding
  - Limited policy and advocacy engagement
  - Lack of Succession Plan

#### Opportunities

- Conversion of attendees to members
- Improve member participation
- Develop advocacy plan
- Clearly define goals
- Develop-update a marketing plan w/ branding
- Develop a financial growth plan
- Sponsorships
- Community awareness
- Increase direct community engagement
- Define value of membership benefits
- Explore meeting location and modality
- Administrator of Regional Housing Initiatives

#### Threats

- Too much financial dependency of a sole source
- Political pressures
- NIMBY
- Government and other funding
- City vs. regional mindset
- Lack of awareness
- Homelessness and housing affordability



### ENVIRONMENTAL SCAN

While there are no direct competitors in the Hampton Roads region, the Strategic Planning Committee conducted a comparative assessment by organizing teams to interview five organizations of similar scale and mission. This process allowed the Committee to examine each organization's challenges, successes, and best practices. Teams analyzed research using a set of consistent criteria, including product and service offerings, pricing, market presence, promotion, positioning, reputation, staffing, partnerships, and funding models.

The organizations are listed below:

- **Hampton Roads Chamber of Commerce**
- **Housing& (HAND)**
- **North Carolina Housing Coalition**
- **Northern Virginia Affordable Housing Alliance (NVAHA)**
- **YIMBY Hampton Roads**



### ENVIRONMENTAL SCAN

The HRHC focus group reinforced strong member commitment and high perceived value. Participants cited long-term involvement, meaningful collaboration, and HRHC's role as a trusted regional connector as key reasons for participation. Members identified the Consortium's greatest strengths as its real-world housing expertise, regional perspective, and reputation for being more personal and hands-on than similar organizations. Membership was described as "low-cost" and "high-value," with strong return on investment through networking, peer learning, and access to timely industry information.

Participants also identified opportunities for growth, including expanded outreach, leadership development, increased engagement with nontraditional partners, enhanced data tools, and continued use of hybrid meeting formats. Time constraints and geographic distance were noted as the primary barriers to engagement. Overall, HRHC was affirmed as the region's primary housing coalition and a trusted, relationship-driven organization with a strong legacy and an important role in shaping housing outcomes across Hampton Roads.

## Niche

### ENVIRONMENTAL SCAN

Following the research, interviews and focus group session, HRHC was able to determine its niche:

- Tight knit, community focused
- Relies on relationships
- Access to larger base of members to utilize regional success
- Housing focused making housing a reality for as many as possible
- Stable resource with longevity

### HRHC'S SUPER POWER:

*Bringing People Together*

STRATEGIC INITIATIVES

The Strategic Planning Work Committee crafted three goals for HRHC:

- 1. *Capacity Building* — to strengthen the organizational infrastructure, systems, and leadership of HRHC to support long-term growth and sustainability.
- 2. *Membership Engagement and Development* — to strengthen member relationships and increase the value of HRHC membership through meaningful engagement, events, and outreach.
- 3. *Advocacy and Awareness* — to elevate HRHC’s role as a trusted voice on housing issues and enhance our members’ understanding of regional housing challenges and solutions.

Each goal is undergirded by supporting objectives, strategies, resources (internal and external), and key performance indicators and are identified in the following Implementation Plan Section.

3 GOALS	8 OBJECTIVES	42 STRATEGIES
<i>Capacity Bulding</i>	{ 4 OBJECTIVES	27 STRATEGIES }
<i>Membership Engagement and Development</i>	{ 3 OBJECTIVES	10 STRATEGIES }
<i>Advocacy and Awareness</i>	{ 1 OBJECTIVE	5 STRATEGIES }

STRATEGIC INITIATIVES

GOAL 1

Capacity Building — to strengthen the organizational infrastructure, systems, and leadership of HRHC to support long-term growth and sustainability

OBJECTIVE 1 — Governance

to strengthen the organizational governance systems to ensure sustainability

1.A. — Board

STRATEGIES	TIMELINE
– Determine the ideal Board composition to support strategic objectives	Y1
– Clearly define and communicate Board member expectations and responsibilities	Y1
– Enforce board responsibilities with accountability tools	Y1–Y3
– Ensure consistency of the Board appointment process	Y1–Y3
– Bring on new board members who can bring new ideas to facilitate growth	Y1–Y3
– Manage the onboarding process of new Board members	Y1–Y3
– Develop a pipeline of future Board members	Y1–Y3
– Define Give/Get Policy for Board members	Y1

1.B. — Committees

STRATEGIES	TIMELINE
– Develop a pipeline of future committee members	Y1–Y3
– Manage the recruitment, onboarding, and retention of committee members	Y1
– Develop a Succession Plan for committees of committee members	Y1

## STRATEGIC INITIATIVES

**OBJECTIVE 2 — *Staff Expansion***

to determine staffing needs and bring on staff to manage operations

**STRATEGIES**

- Identify funding models to support staff expense
- Raise funds to support staff expense
- Hire paid staff or service entity and determine work/meeting facility
- Develop a comprehensive Staffing Plan
- Develop a comprehensive Succession Plan

**TIMELINE**

Y1  
Y1–Y3  
Y1  
Y2–Y3  
Y3

**OBJECTIVE 3 — *Marketing and Technology***

to utilize technology to support organizational growth and to increase organizational awareness

**STRATEGIES**

- Refresh the website
- Strengthen marketing presence
- Increase social media presence on various platforms
- Create centralized document repository for Board and Committees
- Update branding assets
- Purchase integrated system to work between finance and membership CRM

**TIMELINE**

Y1  
Y1–Y3  
Y1  
Y2  
Y3  
Y3

**OBJECTIVE 4 — *Financial Growth and Stability***

to increase revenue to support organizational growth

**STRATEGIES**

- Seek Guidestar rating to build reputation
- Generate ideas to increase income
- Explore grant opportunities
- Develop solicitation plan for corporate sponsorships and individual donations
- Develop Annual Budget based upon feedback from all committees for Board approval

**TIMELINE**

Y1  
Y1–Y3  
Y1  
Y1–Y3  
Y1–Y3

## STRATEGIC INITIATIVES

## RESOURCES

## INTERNAL

- Board Members
- Governance Committee
- Board Governance Manual
- Board Accountability Tools
- Finance Committee
- Fund Development Committee
- Materials for fundraising and sponsorship outreach

## EXTERNAL

- Hire staff
- Funding (grants, corporate sponsorships, and individual donations)
- CRM for membership management
- Grant writer
- Capacity building consultants: finance, fundraising, strategic planning, succession planning
- Internal Communication tools
- Donor management tools
- Web development firm
- Graphic designers for materials
- Fiscal sponsor or accountant
- Peer organizations and coalitions

## KPIs

- Develop staggered board cycle/schedule by December 2025
- Develop subcommittee meeting cadence by December 2025
- Identify 2 potential board members by April 2026
- Publicize subcommittee meeting cadence by April 2026
- New board members are onboarded by December 2026
- Board Accountability Tools are in place by December 2026
- A pipeline of interested Board and Committee members in place by December 2026
- Identify funding mechanisms by December 2026
- Increase revenue each year by December 2026, 2027, and 2028
- Increase Social media presence by December 2026
- Website updated by December 2026

## STRATEGIC INITIATIVES

## GOAL 2

*Membership Engagement and Development* —  
to strengthen member relationships and increase the value of HRHC  
membership through meaningful engagement, events, and outreach

OBJECTIVE 1 — *Membership Engagement*

to attract, retain, and increase HRHC's membership base

## STRATEGIES

- Define the benefits of membership
- Assess training needs of the membership
- Expand marketing and member outreach
- Attract and develop young members and individuals new to the housing industry
- Develop alternative modalities to distribute/exchange information
- Continuously monitor membership for diversity

## TIMELINE

Y1  
Y1  
Y1–Y3  
Y2–Y3  
Y2–Y3  
Y3

OBJECTIVE 2 — *Events*

to host more regional housing events

## STRATEGIES

- Host more community events like mixers, townhalls, etc.
- Expand sponsorship opportunities for events and membership meetings

## TIMELINE

Y1–Y3  
Y1–Y3

OBJECTIVE 3 — *Training*

to host timely and relevant training opportunities to increase the capacity of the membership

## STRATEGIES

- Create non-curricula educational opportunities
- Partner with other organizations to present trainings

## TIMELINE

Y1–Y3  
Y1–Y3

## STRATEGIC INITIATIVES

## RESOURCES

## INTERNAL

- Board Members
- Content pipeline
- Subcommittees to coordinate activities
- Marketing and promotion
- Outreach materials

## EXTERNAL

- Event space/facilities/venues
- Audiovisual equipment
- Training partners
- Advertising and Facebook ads
- Corporate sponsors
- Peer organizations
- Funding
- Local universities or volunteer networks

## KPIs

- Develop recurring engagement activity schedule, outside of awards ceremony and meetings, by 2026.
- Explore affiliate memberships by 2026.
- Identify partner organizations to co-facilitate training events by 2027.
- Explore membership options and pricing structure by year end 2026.
- # of new members grows by 5% annually.

## STRATEGIC INITIATIVES

## GOAL 3

*Advocacy and Awareness* — to elevate HRCH's role as a trusted voice on housing issues and enhance our members' understanding of regional housing challenges and solutions

OBJECTIVE 1 — *Education*

to equip members with the skills, tools, and resources to advocate regarding the critical housing issues facing the Hampton Roads region

## STRATEGIES

## TIMELINE

- |   |       |
|---|-------|
| – Share the region's housing issues with the membership   | Y1–Y3 |
| – Provide advocacy skill training for Board and membership  | Y1–Y3 |
| – Develop clear advocacy framework and policies that are nonpartisan that is reflective of housing data | Y1–Y3 |
| – Develop collaborative advocacy efforts with industry partners   | Y1–Y3 |
| – Outline a Strategic Communication Plan for consistent messaging                                       | Y2    |

## RESOURCES

## INTERNAL

- Board Members
- Members
- Advocacy Committee
- Experienced staff

## EXTERNAL

- Partners' housing data/platforms
- Data analysts
- Public-facing dashboards/visualization tools
- Local, state, national government officials
- Policy experts
- Advocacy organizations
- Academic institutions
- Public agencies

## KPIs

- Develop Develop formal advocacy positions for HRHC by 2026.
- # of advocacy actions taken
- # of engagement with public officials
- # of external planning or policy groups HRHC participates in

STRATEGIC INITIATIVES

This Strategic Plan moves the Hampton Roads Housing Consortium from vision to execution through a clear implementation framework grounded in governance, accountability, and measurable outcomes. The strategies outlined in this plan will be accomplished utilizing Work Plans that outline the defined actions, responsible parties, timelines, and performance indicators to ensure progress is both intentional and trackable.

Implementation will be overseen by the Board of Directors and carried out through standing committees and staff, each with clearly defined roles. Progress toward strategic goals will be reviewed on a regular basis and HRHC is considering using **Monday.com** as its official scorecard and strategy-tracking platform. Monday.com is a cloud-based work operating system that streamlines project management and promotes transparency across teams. All goals, objectives, and strategies outlined in the Implementation Plan have been entered into the system, along with associated key performance indicators, assignments, timelines, and costs.

HRHC Strategic Plan Strategies

Sidekick Integrate Automate

Main table

New task Search Person Filter Sort Hide Group by

▼ To-Do

<input type="checkbox"/>	Task		Owner	Status	Due date	Priority	Notes	Budget
<input type="checkbox"/>	Membership Eng...			Done	Oct-9	High	Meeting notes	\$1,000
<input type="checkbox"/>	▼ Advocacy Co... 5			Working on it	Dec 31, 2028	Medium	Other	\$0
<input type="checkbox"/>	Subitem		Owner	Status	Date	Priority	+	
<input type="checkbox"/>	Share the region's housin...			Working on it	Dec 31, 2026	High		
<input type="checkbox"/>	Provide advocacy skill tra...			Working on it	Dec 31, 2026	High		
<input type="checkbox"/>	Develop a clear framewor...		SB	Working on it	Dec 31, 2028	Medium		
<input type="checkbox"/>	Develop collaborative ad...			Working on it	Dec 31, 2028	Low		
<input type="checkbox"/>	Outline a Strategic Com...			Working on it	Dec 31, 2027	Low		

## STRATEGIC INITIATIVES

Over the next decade, the Hampton Roads Housing Consortium (HRHC) seeks to evolve from a growing coalition into a fully developed, sustainable regional leader in housing collaboration, advocacy, and education. Building on the priorities outlined in its three-year Implementation Plan, HRHC's long-term goals focus on strengthening the organization's infrastructure, deepening member engagement, expanding financial capacity, and amplifying its regional impact.

### GOAL 1 — *Organizational Excellence and Sustainability*

HRHC aims to establish a solid organizational foundation supported by a strong governance structure, professional staff, and efficient systems. Over the next several years, the organization will transition from a volunteer-driven model to one supported by dedicated staff, ensuring consistent operations and leadership continuity. The Board of Directors will continue to evolve into a high-performing governing body that reflects the diversity and expertise of the housing sector. By implementing clear accountability tools, regular evaluations, and leadership development opportunities, HRHC will maintain a culture of excellence, transparency, and long-term stability.

### GOAL 2 — *Regional Leadership in Housing Collaboration*

HRHC will maintain its position as the recognized convener for housing dialogue and collaboration in Hampton Roads. Through intentional partnerships with government agencies, private developers, nonprofits, and academic institutions, HRHC will lead efforts to address regional housing challenges. The organization will strategically plan and execute regional housing events, share local housing research and reports, and facilitate ongoing cross-sector collaboration. By serving as the hub for communication and problem-solving, HRHC will strengthen the region's collective capacity to create equitable housing opportunities.

### GOAL 3 — *Membership Engagement and Professional Development*

Sustained member engagement is vital to HRHC's growth. Over the next decade, HRHC will expand its membership base and deepen the value it provides to members through professional development, networking, and recognition opportunities. Moving forward, the organization will pursue initiatives to **explore a dynamic multi-level membership model, strengthen existing member value, develop leadership pipelines** for emerging professionals, and **deliver high-quality educational programs** to advance skills and foster stronger connections. By doing so, HRHC will build a strong, loyal membership community that supports the organization's mission and longevity.

**GOAL 4** — *Advocacy and Public Awareness*

HRHC will strengthen its voice as a trusted, nonpartisan advocate for housing policy and regional awareness. The organization will adopt a formal advocacy platform that reflects data-driven housing priorities and aligns with local and regional efforts. Through partnerships and member education, members will continue to elevate housing as a regional priority and engage both policymakers and the public in understanding and addressing housing challenges. By providing credible information and coordinated advocacy, HRHC will influence positive housing outcomes across the region.

In summary, HRHC's long-term goals envision an organization that is financially strong, operationally sound, and regionally influential. Through strong governance, diverse funding, active membership, and a clear supporter for advocacy, HRHC will build a sustainable foundation for continued growth and measurable impact across Hampton Roads.

# Itemized Planned Expenditures

V.A.

## FINANCIAL ASSESSMENT AND SUSTAINABILITY

Implementation of the Strategic Plan is projected to cost \$299,050 over a three-year period.

*Year 1 — \$88,500*

*Year 2 — \$96,000*

*Year 3 — \$114,550*

### GOAL 1 — *Capacity Building Total*      **\$287,050**

Estimated Expenditures	Year 1	Year 2	Year 3	Total by line item
Consultant: Succession Planning			\$20,000	\$20,000
Consultant: Fund Development Strategy		\$10,000		\$10,000
Consultant: Strategic Planning Review	\$2,500	\$2,500	\$2,500	\$7,500
Accountant	\$10,000	\$10,000	\$10,000	\$30,000
PT Executive Director or Coordinator	\$60,000	\$63,000	\$66,150	\$189,150
Website Developer and maintenance	\$10,000			\$10,000
Marketing and Promo items (should be about 10% of annual budget)	\$4,000	\$6,000	\$8,000	\$18,000
Social Media Management Tools			\$1,200	\$1,200
CRM for membership management w/\$ integration			\$1,200	\$1,200
<b>Total by Year</b>	<b>\$86,500</b>	<b>\$91,500</b>	<b>\$109,050</b>	

### GOAL 2 — *Membership Engagement and Development Total*      **\$12,000**

Estimated Expenditures	Year 1	Year 2	Year 3	Total by line item
Advertising		\$1,000	\$1,000	\$2,000
Affiliate memberships	\$500	\$1,000	\$1,500	\$3,000
Community events	\$1,500	\$2,500	\$3,000	\$7,000
<b>Total</b>	<b>\$2,000</b>	<b>\$4,500</b>	<b>\$5,500</b>	

## FINANCIAL ASSESSMENT AND SUSTAINABILITY

The implementation of HRHC's Strategic Plan is contingent upon the organization's success in securing adequate financial resources through fundraising, grant awards, corporate sponsorships, and program income. HRHC's total revenue was \$41,000 in 2024 and \$38,000 in 2023.

The Financial Assessment outlines the estimated costs associated with achieving the goals and objectives identified in the plan; however, full execution is dependent on the availability of these external funding sources.

HRHC will pursue a diversified funding strategy that includes capacity-building and program-specific grants, membership dues, sponsorships, and special fundraising initiatives. These efforts will ensure the organization's ability to sustain operations and expand program delivery over the life of the plan.

In the event that projected funding is not secured, HRHC may adjust timelines, scale activities, or prioritize initiatives based on available resources. The organization will remain committed to transparency and fiscal responsibility while continuing to advance its mission within the means available.

Ultimately, HRHC's ability to fully realize this plan will rely on strong partnerships, successful fundraising, and continued investment from stakeholders who share the commitment to improving housing outcomes across the region.

## FINANCIAL ASSESSMENT AND SUSTAINABILITY

To become a sustainable and enduring regional housing coalition, HRHC must strengthen its internal capacity, diversify its funding, and consistently demonstrate value to members and the community. Sustainability will come from balancing organizational stability with ongoing innovation and visibility.

First, HRHC must **strengthen its organizational foundation**. This includes maintaining an active and accountable Board, implementing a clear succession plan, and hiring dedicated staff to manage daily operations. Over time, HRHC will transition from volunteer-led administration to professional staffing supported by stable funding. Continuous leadership development—both for Board and committee members—will ensure continuity and institutional knowledge.

Second, HRHC must **diversify and grow its financial base**. Dependence on limited revenue sources limit flexibility and resilience. A sustainable model will combine membership dues, sponsorships, grants, event revenue, and fee-based trainings. Establishing a reserve fund with continuing transparent financial reporting will build trust with members, funders, and partners. A formal fund development strategy and consistent donor engagement will support long-term growth.

Third, HRHC must **strengthen the value of membership**. Members should see clear benefits—training opportunities, networking, recognition, and advocacy that directly support their missions. A tiered membership structure and consistent communication will help attract and retain diverse organizations. By providing meaningful engagement and professional development, HRHC can become indispensable to its members.

Fourth, HRHC must **lead as a regional voice for housing**. Developing a nonpartisan advocacy platform, sharing housing data, and hosting regional housing events will position HRHC as a trusted convener and policy influencer. Partnerships with peer organizations, universities, and state housing entities will amplify impact and visibility.

Finally, HRHC must **institutionalize evaluation and adaptability**. Annual reviews of financial health, governance, and program outcomes will help identify risks and guide improvement. Maintaining a culture of transparency and continuous learning will ensure HRHC remains relevant as housing needs evolve.

In essence, HRHC's sustainability depends on disciplined governance, diversified funding, professional staffing, and measurable impact. By advancing these priorities, HRHC will move from a developing coalition to a mature, resilient organization that consistently delivers value and drives regional housing progress.



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