



STRATEGIC ACTION BLUEPRINT

Building for the Future

2024-2028



Dear Partners,

I am proud to introduce to you the Lucas Metropolitan Housing 2024–2028 Strategic Plan. We aim to enhance our programs and activities to better serve our residents, participants, staff, and stakeholders thanks to the Plan's consideration of a workable structure to fulfill our mission. We are honored to support the goals and objectives that will enable Lucas Metropolitan Housing to achieve its purpose and mission. LMH has approved a strong plan for the upcoming years, to direct its growth, enhance and broaden its programming, and fortify community relationships. Through a cooperative process of planning meetings and retreats, the Plan was created, emphasizing open communication and collaboration between our Agency, residents, and stakeholders.

The feedback from all stakeholders—residents and participants, staff, board members, department heads, and outside partners—helps in providing guidance to our agency to establish a road map for success for our President & CEO and his hard working and dedicated staff to lead us building for the future. LMH aims to execute the Plan, putting additional emphasis on integrity, influence, inspiration, equity, servant-leadership, passion, and respect in order to to lead in our space while we enhance the quality of life of those we serve. Our emphasis on strengthening communication with our wide range of partners and stakeholders commences with the delivery of this document.

Lucas Metropolitan Housing has a rich history dating back to its establishment in 1933. Ninety years later, this Strategic Plan reiterates that our future looks brighter. In collaboration with you we will successfully implement the LMH Strategic Plan and Action Blueprint priorities.

Alisha M. Gant

Alisha Gant,
LMH Board Chair

MESSAGE FROM THE PRESIDENT AND CHIEF EXECUTIVE OFFICER



Greetings,

I am pleased to present to you the 2024-2028 Strategic Action Blueprint for Lucas Metropolitan Housing (LMH). This document displays the strategic goals and objectives that our organization will strive to achieve over the next five years. This plan was developed taking into consideration the input from our residents, staff, Board of Commissioners, and additional Stakeholders, resulting in a road map that is responsive to our community needs. Our primary goal was to benefit from diverse perspectives to build a strong foundation of understanding that allows us to identify priorities within our community and how LMH will better serve them.

LMH has a long history of success in developing and preserving options for sustainable, affordable housing, paving the way to a higher standard of living, and enabling thriving communities. We intend to raise these standards as we look to the future. I wholeheartedly endorse making an investment in our employees' professional growth to meet this objective. This is a crucial component that will boost staff participation, engagement, and empowerment at all levels, enabling an improved workplace culture and superior client service. To assess where the most urgent staffing needs are and where to realign resources, we plan to start agency-wide time use studies. Additional resources, such as a framework for an employee development program, a mentoring program, and an agency-wide succession plan, are also crucial.

The strategies, goals, and objectives outlined in LMH's Strategic Action Blueprint are geared toward improving our customer service. The continuation and expansion of critical services, including increased support for economic advancement and homeownership opportunities, depend on streamlining our operations to improve the experience and satisfaction of our clients. The efforts associated with each strategic focus are what I consider to be the necessary steps to assist our residents in reaching an enhanced quality of life, including financial independence and health.

On behalf of Lucas Metropolitan Housing, I would like to express my gratitude to our dedicated staff and collaborators that made this plan a reality. I look forward to bringing our common vision of success to fruition. #BuildingForTheFuture

A handwritten signature in blue ink, appearing to read 'Joaquin Cintron Vega'.

Joaquin Cintron Vega,
President and Chief Executive Officer

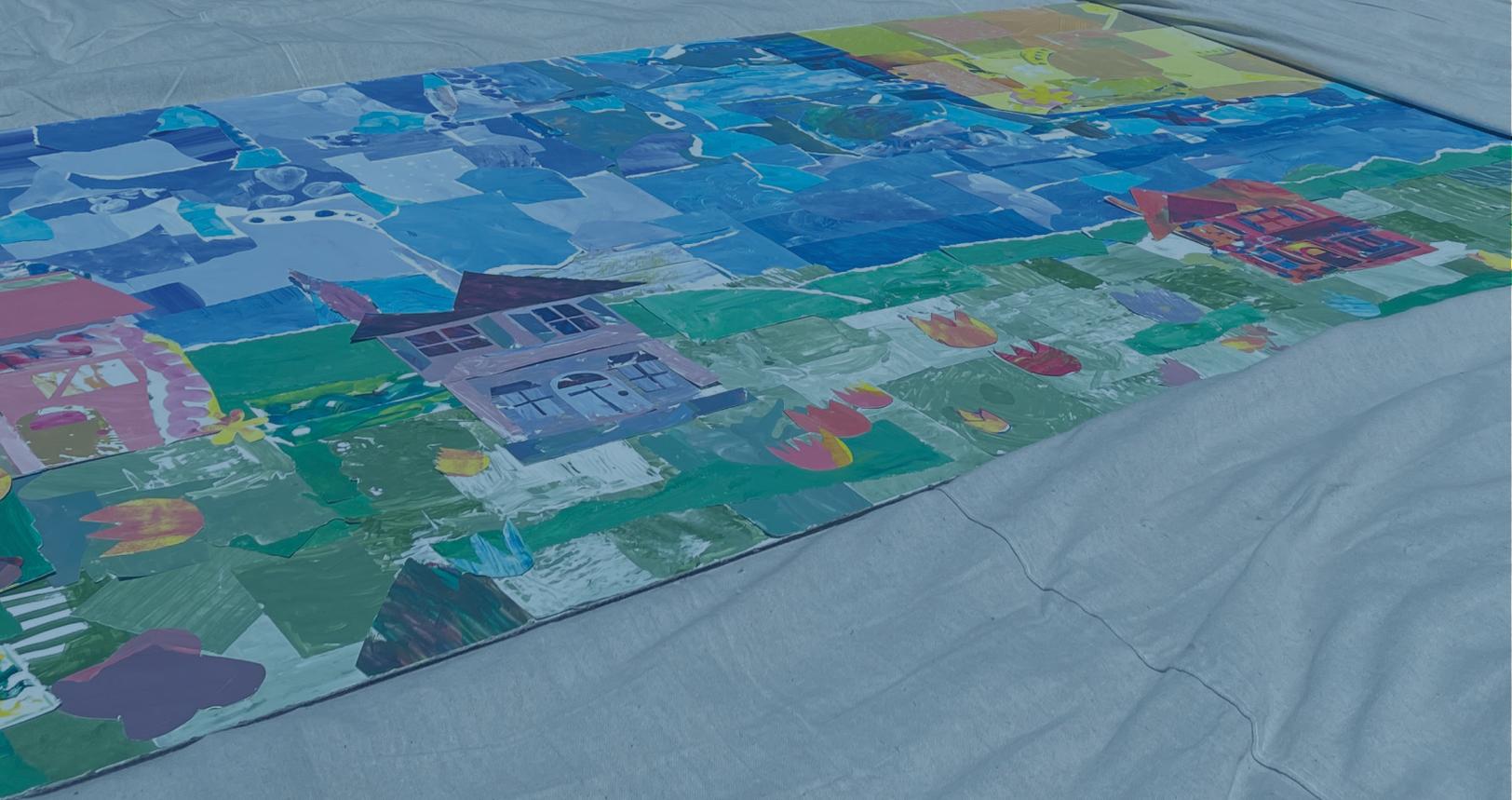


Table of Contents

Introduction	01
LMH Past and Present	06
Toledo and Lucas County in Context	11
LMH Portfolio and Programs	16
Property List and Map	17
Development Initiatives	21
Other Assets	24
Resident Support Services	26
Creating a Plan for Action	28
Progress Report	29
Goals and Strategies	35
Acknowledgments	47



Introduction



In January 2023, Lucas Metropolitan Housing (LMH) embarked on a transformative journey to create a new Strategic Action Blueprint, charting the path for the agency's future under the leadership of Joaquin Cintron Vega. Amidst uncertainties around federal funding, operational complexities, and an increasing number of families in need, LMH leadership, including the Board of Commissioners and Executive Staff, undertook an extensive process to prioritize agency initiatives and establish consensus around goals for the next five years. This comprehensive process involved meticulous data collection and analysis, recognizing the significance of understanding the agency's current state both internally and within the broader context of the community. LMH also actively sought external stakeholder input to gauge community perceptions and identify ways to enhance their housing services and ancillary support offerings.

LMH Strategic Action Blueprint Priorities



Forming a consensus on the agency's future and goals required collaboration across internal departments and a rich diversity of stakeholder input. The Executive Team and Board of Commissioners worked together to translate the findings into an aspirational vision and actionable goals for the agency. This Strategic Action Blueprint envisions a future where Lucas Metropolitan Housing becomes a leader in sustaining existing affordable housing, expanding affordable housing opportunities in the communities they serve, and delivering innovative quality services and programs to ensure residents have housing stability and, when possible, move along the continuum of housing to homeownership.

MISSION, VISION, AND VALUES

With a laser focus on a modernized operation and well-trained support staff, LMH aspires to transcend their role of a public housing agency to become a dynamic leader in the affordable housing industry, devoted to serving its clients and cultivating communities of choice. This vision takes shape in the LMH Strategic Action Blueprint for 2024-2028, which delineates key areas of focus to drive impactful change in the coming years.

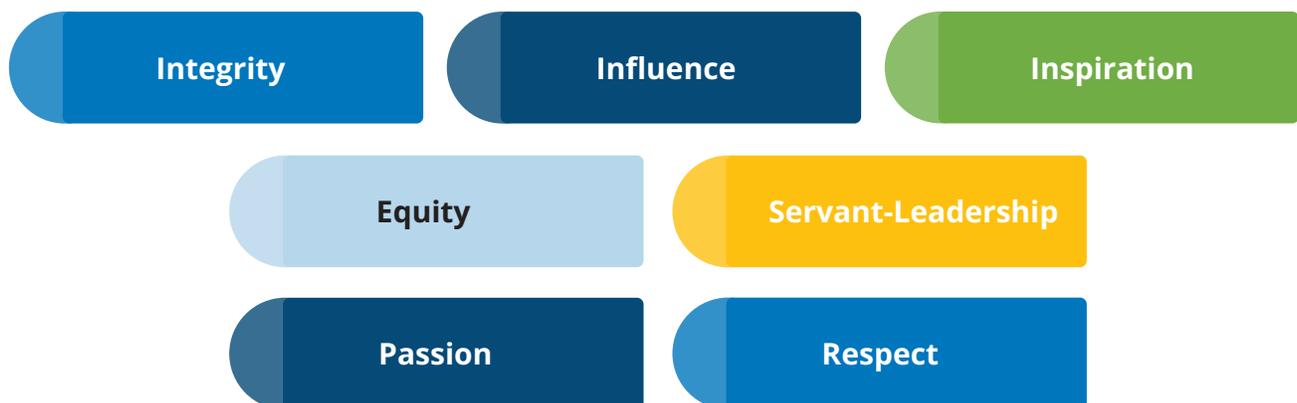
LMH's Mission

Leading in the development and sustainability of housing accessible to all and providing pathways to an enhanced quality of life to empower vibrant communities.

LMH's Vision

To be a lead partner in creating communities of choice where everyone has a place to call home.

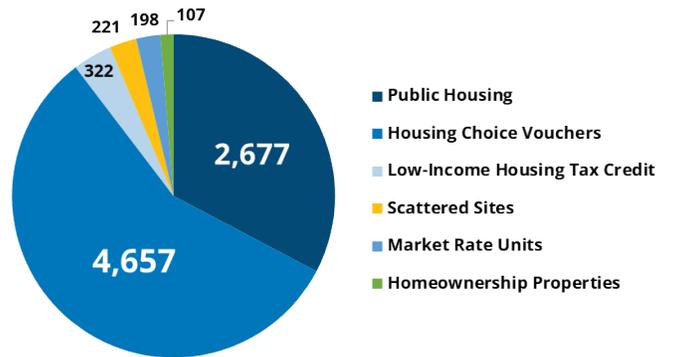
LMH's Values



LMH AT A GLANCE

Lucas Metropolitan Housing plays a vital role in addressing the housing crisis in Toledo and Lucas County. With a focus on affordable housing development, rental assistance programs, and community partnerships, LMH has maintained its commitment to providing affordable housing to individuals of all ages, including adults, seniors, and children. This is achieved through various housing options such as Public Housing, Housing Choice Vouchers, and Mixed-Income and Market Rate housing units. LMH continues to strive to create sustainable housing solutions, enhance the quality of life for residents, and promote equitable access to safe and affordable housing for all.

LMH Current Portfolio



7,400+
Households Served
Across All Programs



17,500+
Individuals Served
Across All Programs

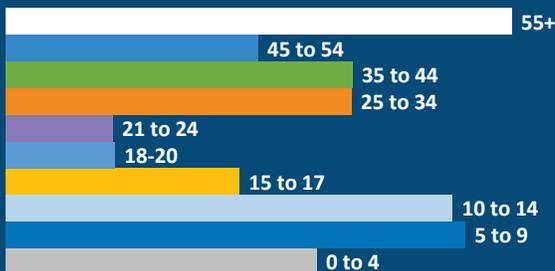


5,130
Public Housing Residents

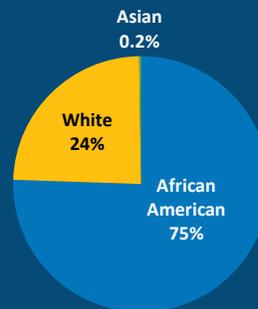


9,136
Housing Choice Voucher (HCV)
Residents

Age Range (Public Housing + HCV)



Race (Public Housing + HCV)



35%
Disabled

84%
0-30% AMI

\$1,350
Average Unit Rent

YEAR ONE ACTION PLAN 2024

The following matrix serves as a structured guide to facilitate the implementation of the Strategic Action Blueprint in its first year. Each item represents a crucial step toward realizing LMH's goals and vision.

Goal	Strategy	Task	Success Measure
1- Invest in Employee Growth and Enhance Workplace Satisfaction	Training and Development	Develop an Onboarding Program and Policy for new hires	By 2025, 100% of new hires have been formally onboarded
	Diversity and Inclusion	Draft a Diversity Equity and Inclusion Policy for the agency	DEI Policy is adopted agency-wide
	Competitive Compensation	Evaluate employee compensation packages in comparison to local market competitors and other PHAs	100% of Compensation Studies have been completed & feasible recommendations implemented (with cure period if appropriate) per Board approval
	Work-Life Balance	Develop a flexible work schedule policy, inclusive of alternate schedule and remote work options	A flexible work arrangement is adopted by 75% of eligible employees
2 - Increase Income and Pursue Diverse Revenue Streams	Diversify Funding Sources	Close current development transactions and ensure receipt of developer fees	<ul style="list-style-type: none"> • Park Hotel (2024 closing) • Collingwood Green V (2024 closing) • Palmer Gardens (2024 closing)
3- Lead in the Effort to Create Affordable Housing Opportunities in Toledo and the Region	Develop New and Preserve Existing Affordable Units	Complete a Portfolio Repositioning Plan	Portfolio Repositioning Plan complete, approved by Board and actionable
4- Streamline Processes and Elevate User Experience and Satisfaction	Feedback Mechanisms	Implement bi-annual customer service survey (clients, landlords, partners)	Two surveys have been distributed by 2025
	Accessibility and Inclusivity	Identify inclusive ways to communicate with residents (tracking application recertifications, etc.)	Two new communication strategies are in place
5- Launch an Inclusive Communication Strategy to Educate Stakeholders and Foster Community Awareness	Collaboration and Community Events	Implement an annual resident engagement calendar to engage residents in a meaningful way about the programs, initiatives, and activities that LMH offers	In 2024, increase resident engagement and build rapport
	Develop a Comprehensive Communication Plan	Enhance digital presence through active social media engagement and regular updates to ensure stakeholders can access relevant information easily	Communication Plan developed for 2024
		Ensure that communication materials and strategies are inclusive, culturally sensitive, and accessible to all demographics within the community	Develop a strategy for review of all communications in accordance with DEI policy and accessibility goals
		Implement an e-newsletter to educate community stakeholders on upcoming events, programs, and initiatives	A quarterly e-newsletter is implemented in 2024
6- Building Pathways to Family Income Wealth Building and Economic Advancement	Economic Advancement	Collaborate with local educational institutions and job training centers to provide residents with access to educational programs and vocational training that enhance their employability	Implementation of the Financial Opportunities Center (FOC)



LMH Past and Present

HISTORY OF LMH

Lucas Metropolitan Housing has a rich history dating back to its establishment in 1933. Originally known as the Toledo Metropolitan Housing Authority, it was one of the first public housing authorities in the United States. In 1974, the agency underwent a name change, becoming Lucas Metropolitan Housing Authority (LMHA) to better reflect its regional presence and commitment to providing housing solutions across Lucas County.

1933

Toledo Housing Authority Corporation is created by the State Board of Housing. Requests funding for the largest housing project for African Americans in the nation.

1938

Brand Whitlock opens, providing 290 multi-unit buildings to rejuvenate former slum area.

1950

McClinton Nunn becomes the first African American director of TMHA as well as first in the nation, unprecedented amongst large housing authorities.

1958

Spieker Terrance opens as nation's first affordable seniors-only housing. Fassett Street development welcomes first residents to the new 47-unit complex.

1967

Glendale Village opens. The development was specifically designed to provide independent housing for discharged State Hospital Mental Health patients. The 100 unit project is first of its kind in the nation.

1967

Vistula opens as the first development in the nation designed for the needs of elderly disabled people.

1974

Name is changed to Lucas Metropolitan Housing Authority (LMHA).

1977

LMHA expands housing options for families to suburbs. Scattered-site housing program increases LMHA footprint.

1980

Oak Grove Estates, an existing apartment complex in Holland, is acquired by LMHA. The acquisition helped expand housing options in the southwestern Toledo community.

1983

Olander Estates, constructed in Sylvania, is LMHA's first low-income housing development outside of Toledo.

1996

LMHA's Small Business Program is created and helps launch three resident-owned businesses in one year.

1999

LMHA achieves High Performer Status with HUD and is awarded for resident programs. Award of Merit received for several LMHA initiatives including an investment center, grocery store, landscaping and gardening programs.

2000

LMHA wins 9 awards for public housing programs. Awards received from HUD and National Association of Housing and Redevelopment Organizations (NAHRO) recognizing its long-standing tradition of innovation.

2005

Planning begins to create Collingwood Green, a new mixed-use development, to replace Brand Whitlock and Albertus Brown.

2011

Collingwood Green Elderly Apartments open. A 65-unit building promotes an aging in place concept, offering one and two bedroom plans.

2016

Parqwood Apartments is first in state to undergo Rental Assistance Demonstration (RAD) transfer of assistance conversion.

2020

LMH receives a Choice Neighborhoods Initiative Planning Grant award to complete a master plan for the transformation of the Junction Neighborhood and the redevelopment of McClinton Nunn Homes.

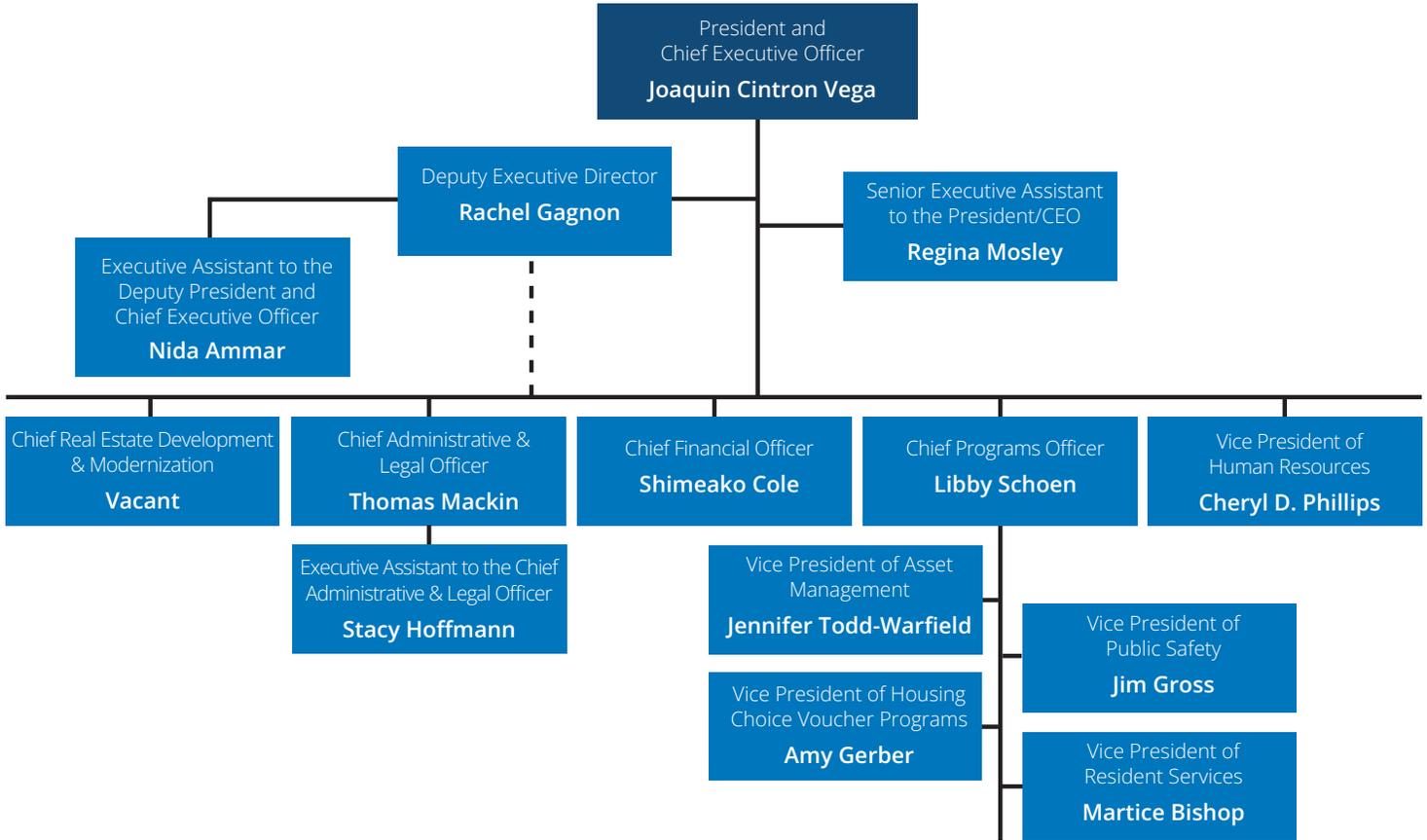
2023

LMH is the first housing authority in Ohio to embed a Financial Opportunity Center into its operations, helping families improve credit, build savings and grow assets. Program provides financial and career counseling to low- and moderate-income Toledoans.

ORGANIZATIONAL STRUCTURE & STAFFING

Executive Team

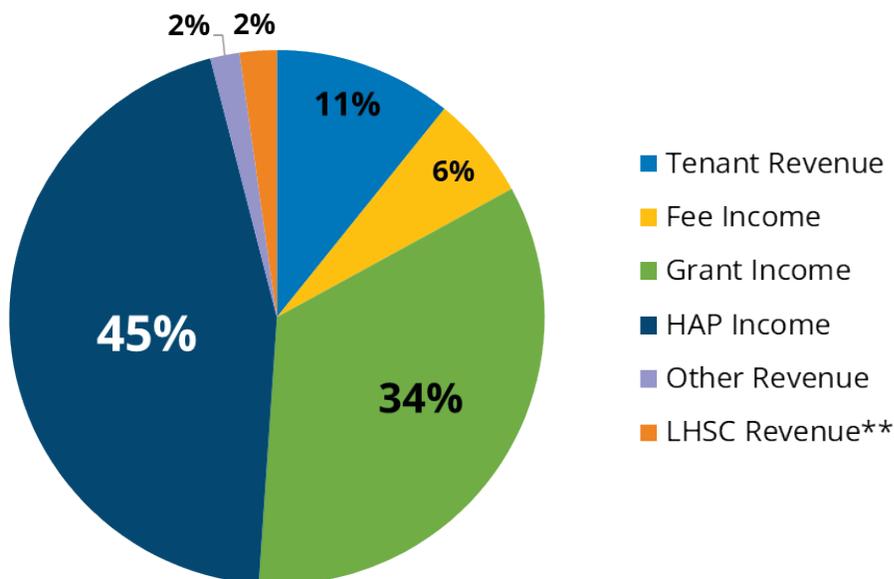
Restructured in 2023



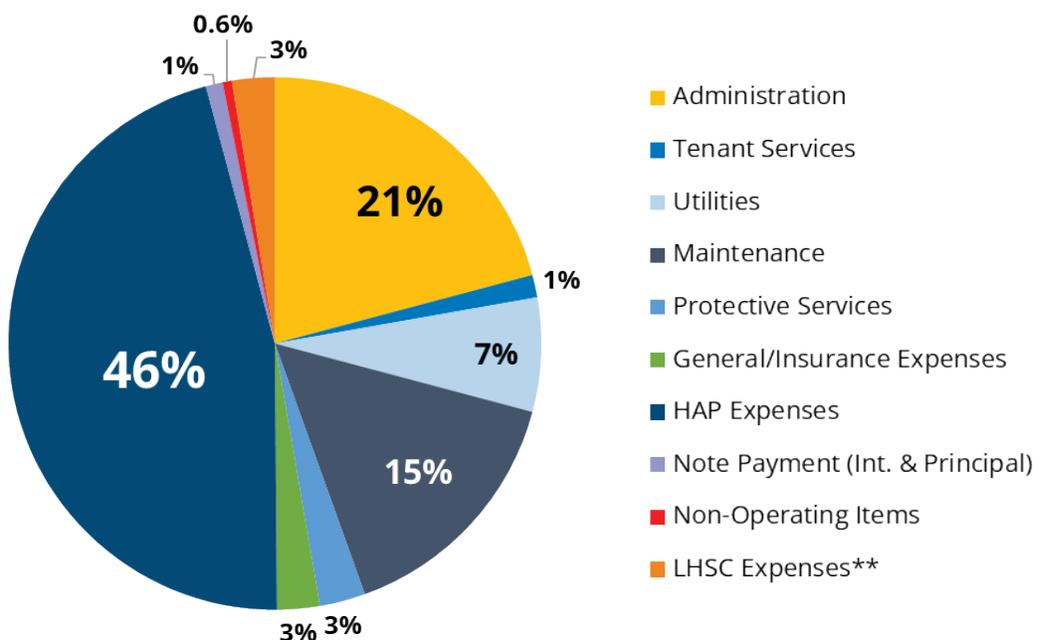
FISCAL HEALTH

In 2022, LMH operated with a budget of \$52.42 million, not including Capital Funds and other grants which operate as "single purpose grants," funds exclusively dedicated to grant-related activities. 90.84% of LMH's revenue comes from the federal government and is restricted; just over 9% of LMH's revenue is considered "unrestricted" and can be used for purposes outside of the Public Housing and Housing Choice Voucher programs. After inter-program adjustments, LMH ended the year with net positive revenue of approximately \$255,703.

REVENUE



EXPENSES

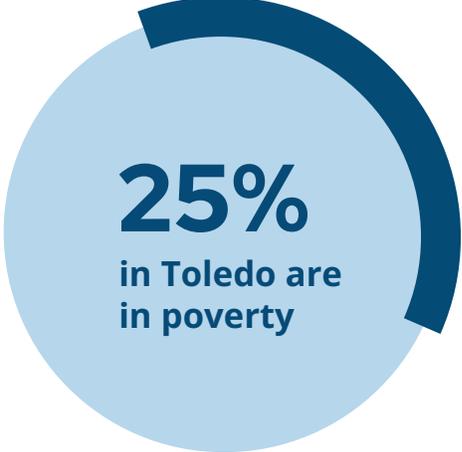


** LHSC Revenue to be used for LHSC Expenses and Development Expenses only

Toledo and Lucas County in Context

LOCAL CONTEXT

The state of affordable housing in Toledo remains a pressing concern for its 266,301 residents,¹ mirroring a challenge confronted by many cities across the United States. With nearly ¼ of the population living in poverty,² the demand for such housing in Toledo and Lucas County consistently outpaces the available supply, resulting in lengthy LMH waiting lists and a significant percentage of households allocating an unreasonably high proportion of their income to meet rising housing costs.³



25%
in Toledo are
in poverty

	Lucas County ⁴	Toledo ⁵
Residents	426,643	266,301
% White	73%	60%
% Black	21%	28%
% Other	6%	9%
% Hispanic	8%	9%
% Own Home	62%	52%
Median Rent	\$879	\$854
Median Income	\$57,265	\$45,405
% Families Meet Poverty Threshold	18%	25%

1 <https://www.census.gov/quickfacts/fact/table/toledocityohio/PST045222>

2 <https://www.census.gov/quickfacts/fact/table/toledocityohio/PST045222>

3 https://cdn.toledo.oh.gov/uploads/documents/Neighborhoods/CityOfToL_Housing_FINAL_PGS_ScreenQuality_small_Appendices.pdf

4 <https://www.census.gov/quickfacts/fact/table/lucascountyohio/HCN010217>

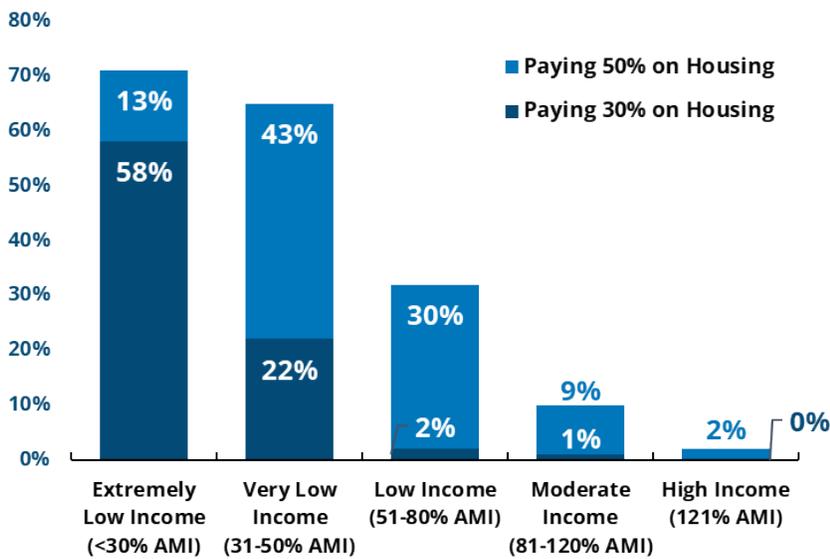
5 <https://www.census.gov/quickfacts/fact/table/toledocityohio/PST045222>

Households on LMH Waiting List*

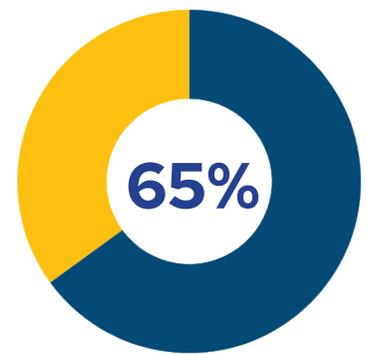
* both waitlists are closed



Cost-burdened households by income, Toledo, OH



Housing Options



65% of Toledo housing options are single-family detached homes, compared to just 20% that are traditional apartments

Source: "Cost-Burdened Households by Income," *Toledo Together: A Guiding Vision & 10-Year Action Plan For Housing*, City of Toledo, 2021
 Housing Options chart: City of Toledo and Reichle Klein Group, *The Blade*, 2022

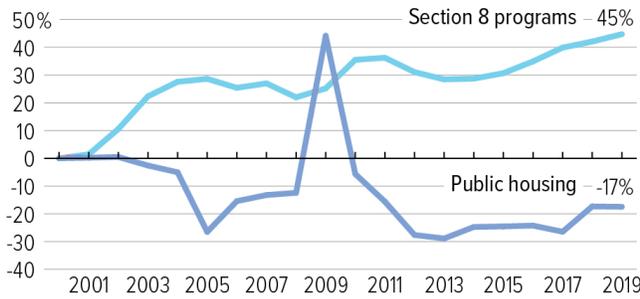
Toledo Together Plan

Recognizing that affordable, obtainable housing is the foundation of a flourishing and inclusive community, Toledo has undertaken a proactive approach to address this issue. The city has demonstrated its commitment by creating the "Toledo Together Plan" to confront the housing challenge head-on. Collaborating closely with local housing agencies like LMH and various nonprofit organizations, the City of Toledo and its partners are working to ensure the effective implementation of their housing plan. This collective effort aims to create mixed-income communities, preserve existing affordable units, promote economic stability, and reduce homelessness.

FEDERAL CONTEXT

Public Housing Funding Has Dropped While Section 8 Funding Has Responded to Cover Rising Needs

Percent change in funding since 2000, adjusted for inflation



Source: Center on Budget and Policy Priorities, CBPP.org, September 2022



Source: Center on Budget and Policy Priorities, CBPP.org, September 2022

Operating Fund - Public Housing

From 2000 to 2020, the federal government allocated insufficient funding for Operating Subsidies compared to what Public Housing Authorities (PHAs) were entitled to receive. Furthermore, between 2000 and 2019, when adjusted for inflation, public housing funding decreased by 17%.⁴ Since 2013, LMH has only received approximately 94.41% of requested Operating Fund Subsidy, which includes a boost from CARES Act funding in 2020. If the CARES Act funding is removed, LMH received approximately 92.65% of requested operating subsidy.

Amount of Operating Funds Received Versus What was Requested



17%
Decrease in PH
funding from
2000 to 2019
(adjusted for
inflation)

4

<https://www.cbpp.org/research/housing/an-agenda-for-the-future-of-public-housing>

Capital Fund - Public Housing

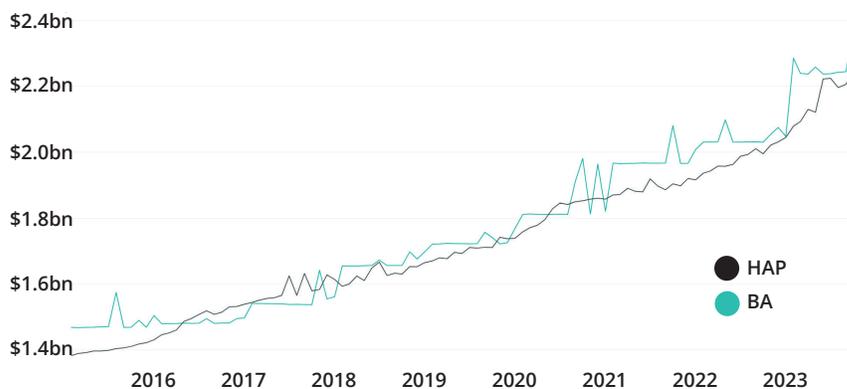
An analysis conducted by the Department of Housing and Urban Development (HUD) in 2021 indicates that the capital needs backlog has now ballooned to over \$77 billion⁵ from earlier calculated estimates of \$26 billion in 2010. Furthermore, the total number of public housing units has decreased by more than 200,000 due to factors like demolition and deterioration. In 2023, LMH received approximately \$8.37M in Capital Funds but has estimated approximately \$25.2M in need per year.⁶



Source: Repositioning Plan: 2021 LMH Forthcoming Physical Needs Assessment*

Housing Choice Vouchers

Congress has historically supplied ample funding for the renewal of Housing Assistance Payments (HAP). This financial support increased by 45% from 2000 to 2019⁷ to account for rising rental rates and the growing number of voucher recipients. The current average subsidy provided to Section 8 households surpasses that allocated to equivalent households in Public Housing by 15%.



LMH receives approximately \$25M for rental assistance annually (budget authority or BA) and has a maximum leasing potential of 4,494 families (voucher authority). LMH has struggled to maximize leasing under budget authority or voucher authority, averaging an expenditure percentage of 97.31% of its annual budget and leasing percentage of 85% in 2023. Additionally, LMH holds approximately \$3.37M in reserves, or around 13.35% of its annual budget, significantly higher than the recommended 4%.⁸

However, administrative fees have experienced a consistent underfunding similar to the reduction in funds for the Public Housing program. In 2023, LMH received only 89.5% of its administrative fee request.

With a diminishing supply of quality affordable units, heightened competition with market-rate tenants due to an overall escalation in rent rates, and HUD restrictions on how much LMH can pay in rent subsidy, LMH is challenged to maximize both budget and voucher utilization under the HCV program.

5 <https://www.hud.gov/sites/dfiles/CFO/documents/FY2022-2026HUDStrategicPlan.pdf>
 6 https://www.hud.gov/program_offices/public_indian_housing/programs/ph/PH_Dashboard
 7 <https://www.cbpp.org/research/housing/an-agenda-for-the-future-of-public-housing>
 8 https://www.hud.gov/program_offices/public_indian_housing/programs/hcv/dashboard

* The \$126 million capital needs backlog is expected to increase based on the forthcoming 2021 LMH Physical Needs Assessment.

LMH Portfolio and Programs

Palmer
Gardens
APARTMENTS
19-2

OPEN

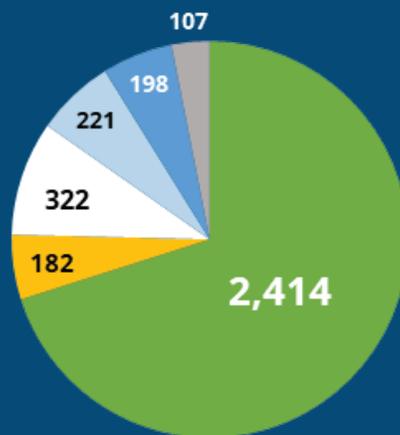
PROPERTY LIST AND MAP

From its inception, LMH has maintained its commitment to providing affordable housing to individuals of all ages, including adults, seniors, and children. This is achieved through various housing options such as Public Housing, Housing Choice Vouchers, and Mixed-Income and Market Rate housing units.

Public Housing Community	Units
Ashley Arms*	40
Birmingham Terrace	113
Collingwood Green I*	33
Collingwood Green II	34
Devonshire/Olander Estates	97
Elmdale/Mercer Court	100
Flory Gardens	161
Glendale Terrace*	100
Harry Hansen	50
Jade Estates	50
John Holland Estates	42
Marsrow Acres	10
McClinton Nunn Homes	151
Northern Heights	103
Oak Grove Estates	46
Oak Terrace	14
Port Lawrence Homes	159
Pulley Homes	47
Ravine Park Village	166
Richmar Manor*	45
Robert Dorrell Manor*	102
Spieker Terrace	47
Ten Eyck Towers	154
Vistula Manor	164
Weiler Homes	378
Willow Bend	8
Total Public Housing	2,414

Development	Units
Parqwood Apartments	134
Collingwood Green III	28
Collingwood Green IV	20
Total Designated RAD Units	182

* Designated Senior or Elderly Disabled only



- Public Housing
- RAD
- LIHTC
- Scattered Sites
- Market Rate Units
- Homeownership Properties

Map of LMH Properties

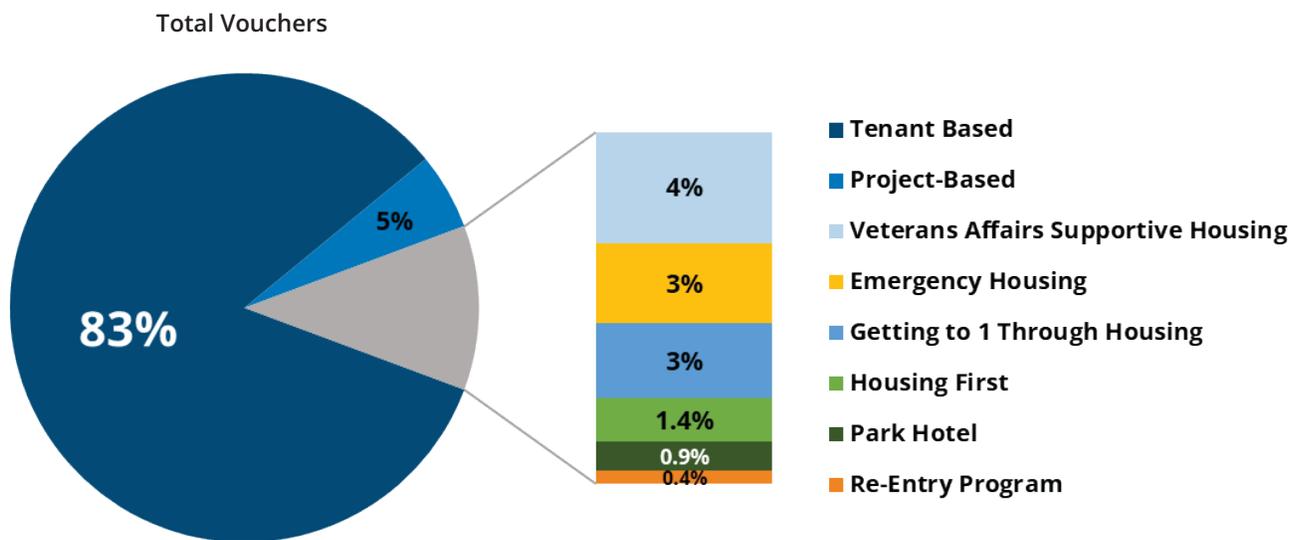


SECTION 8 PROGRAMS



Housing Choice Voucher Program

LMH assists over 4,700 families through the Housing Choice Voucher program. These households are served through several different voucher programs, many targeted towards a specific demographic group such as veterans, young adults and individuals and families facing housing instability.



PORTFOLIO REPOSITIONING

In 2023, Lucas Metropolitan Housing (LMH) embarked upon the creation of a Portfolio Repositioning Strategy to create housing opportunities in high opportunity neighborhoods and to improve existing housing conditions to create mixed-income communities of choice. The Portfolio Repositioning Plan underscores LMH's commitment to addressing housing challenges, fostering affordability, and maintaining the quality of housing units within their portfolio. The primary objectives of this plan will encompass several critical areas:



Conversion to RAD (Rental Assistance Demonstration)

The plan seeks to strategically convert a portion of LMH's public housing portfolio to the RAD program. RAD is designed to modernize and preserve affordable housing units by allowing them to access private sector financing and management while maintaining affordability for residents.



Increase Affordable Housing Units

LMH aims to increase the number of affordable housing units in Toledo and the surrounding county. This expansion is vital to meet the growing demand for affordable housing options within the community.



Preservation and Rehabilitation

The plan prioritizes the preservation and rehabilitation of existing housing units. This includes efforts to maintain the quality and functionality of current units, ensuring they remain safe and suitable for residents.



Creation of Unrestricted Revenue Streams

LMH is working to establish flexible and stable revenue streams that can support the creation of additional affordable housing options. Unrestricted funding sources are essential for sustained growth and development in the affordable housing sector.

While LMH is still in the process of completing this plan, its intent is to transition its Public Housing portfolio to a more sustainable revenue platform such as the Housing Choice Voucher program, address outstanding and increasing capital needs, and leverage its ability to increase the number of other affordable housing units through acquisition and new development.

DEVELOPMENT INITIATIVES

Lucas Metropolitan Housing is actively engaged in a robust series of development initiatives, with a strong focus on revitalizing communities and providing affordable housing options. There are five projects in the development pipeline for 2024-2026. Further, the Choice Neighborhoods redevelopment for Junction McClinton Nunn Homes is a significant redevelopment effort aimed at improving the living conditions and expanding the support services available to residents. LMH is dedicated to fostering positive transformation and elevating the well-being of the communities they serve through ambitious and dynamic development projects.

LMH 3-Year Development Pipeline

* Details follow

Development Project	Units	Building Type	TDC	Delivery Date
Palmer Gardens	75 apartments	Mixed-income individuals & seniors	\$15 million	2024
TenEyck Towers	154 apartments	Elderly Disabled	\$15 million	2025
Collingwood Green V*	75 apartments	Elderly	\$28 million	2025
The Park Hotel*	45 apartments	Transition-age youth	\$14 million	2025
Collingwood Green IV*	45 townhomes	Mixed-income individuals & families	\$20 million	2026

THE PARK HOTEL

The Park Hotel project is a 9% tax credit deal consisting of 45 units, which will be subsidized by the LMH's Project Based Voucher Program. This revitalization project will provide housing for young adults aging out of the foster care system. Delivery is scheduled for 2025.



Collingwood Green

Collingwood Green is a phased redevelopment consisting of 308 replacement units for the Brand Whitlock and Albertus Brown Homes demolished in 2011. The master site plan now includes the development of commercial space and a grocery store with fresh produce.



Collingwood Green Development Plan

JUNCTION McCLINTON NUNN CHOICE NEIGHBORHOODS PLAN

The Junction McClinton Nunn project received a Choice Neighborhood Initiatives (CNI) Planning Grant award in FY2020 from the Department of Housing and Urban Development (HUD). The plan represents a comprehensive and community-driven effort to revitalize both the public housing located in the McClinton Nunn development and the surrounding neighborhood, with the ultimate goal of creating a more vibrant and sustainable community for residents. The plan envisions a modern visually appealing 21st Century Urban Neighborhood that incorporates a range of mixed-income housing typologies, creating diversity and vibrancy within the neighborhood.



With the completion of a comprehensive neighborhood redevelopment plan, LMH intends to pursue a CNI implementation grant in the future.

For more detailed information about the Junction McClinton Nunn Choice Neighborhoods Transformation Plan, visit the project's website at <https://junctionchoice.com/>.

Source: Junction McClinton Nunn Choice Neighborhoods Transformation Plan

464
376 income-restricted rental units and 88 market rate units planned

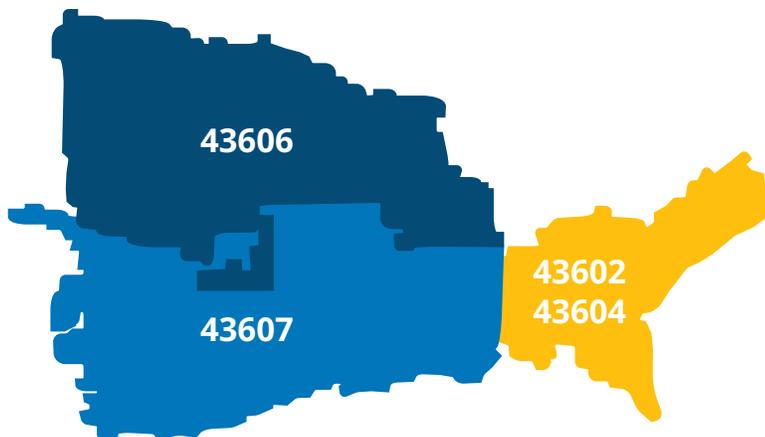


OTHER ASSETS

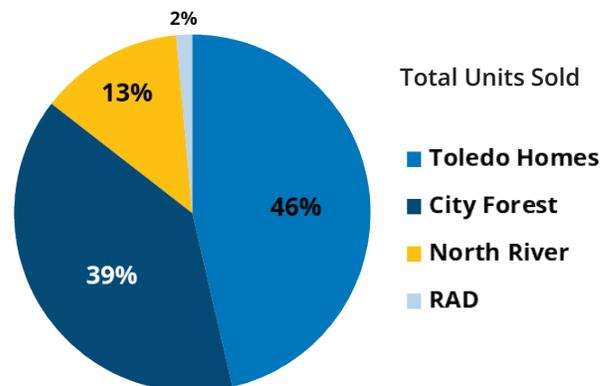
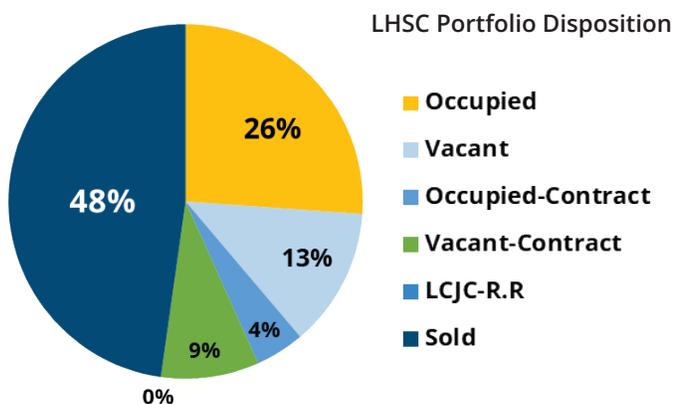
Established in 2013, Lucas Housing Services Corporation (LHSC) is a non-profit instrumentality of Lucas Metropolitan Housing and owns and manages a portfolio consisting of RAD units, rehab to sale, rental units and vacant land. For more than a decade, LHSC has been dedicated to serving the community by emphasizing the development of homeownership opportunities for individuals with low to moderate incomes who are looking to purchase their first homes. LHSC is the proud owner of more than 100+ homeownership properties, and its 'work your way home' program, which acts as a comprehensive resource for aspiring homeowners, having successfully facilitated the transition to homeownership for over 70 individuals. This initiative has had a significant impact in two vital neighborhoods supporting downtown, specifically in North and Central Toledo.



Homeownership Zip Codes



Status Summary	# of Units
Occupied	35
Vacant	17
Occupied-Contract	6
Vacant-Contract	12
LCJC-R.R	0
Sold	64
Total	134

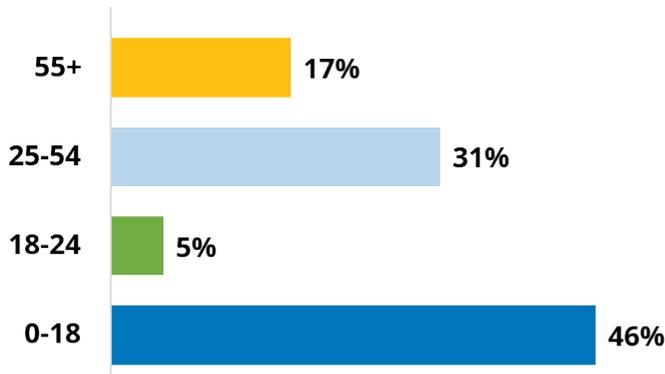


RESIDENT PROFILE

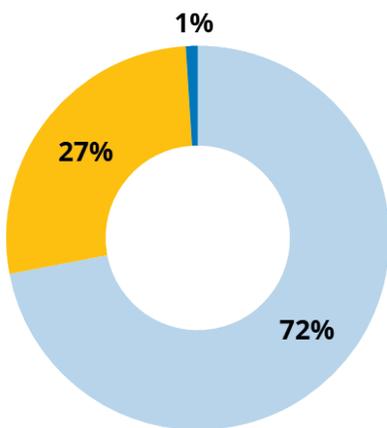
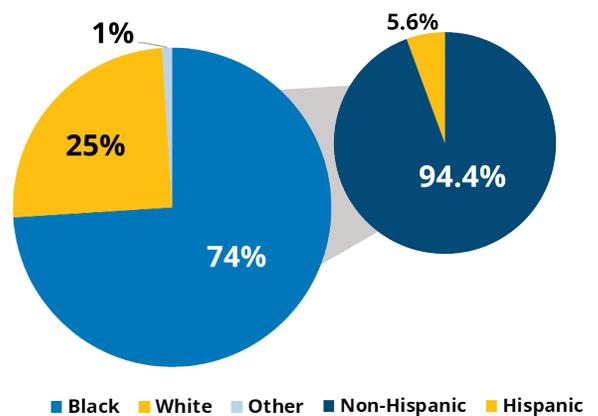
LMH plays a direct role in offering housing to more than 7,400 households in Lucas County along with their respective family members. Out of this total, over 72% are beneficiaries of the Housing Choice Voucher (HCV) programs, approximately 27% reside in publicly owned LMH housing, and the remaining 1% find their homes in other LMH-owned units, which are rendered affordable through diverse partnerships and initiatives.

Total Residents: 17,500+ **Total Households: 7,400+**

LMH Tenant Age

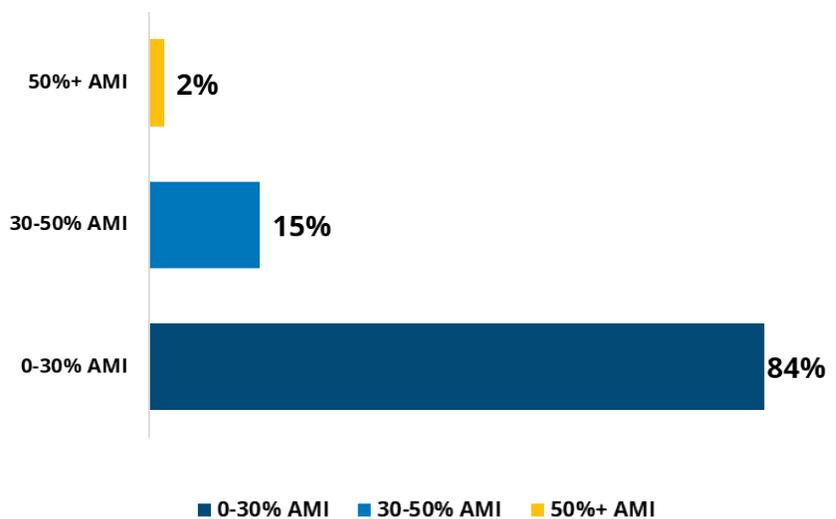


LMH Tenant Race and Ethnicity



- Housing Choice Voucher
- Public Housing
- Other

LMH Tenant Income



- 0-30% AMI
- 30-50% AMI
- 50%+ AMI

RESIDENT SUPPORT SERVICES

Building a Foundation for Economic Advancement

LMH's Resident Services (RS) plays a crucial role in enhancing the lives of residents living in both Public Housing and HCV communities. RS focuses on providing residents with access to a range of supportive services aimed at fostering personal growth, learning opportunities, and economic advancement. These programs are primarily funded through grants, with additional support provided by program partners and LMH's unrestricted funds. However, the demand for supportive services consistently exceeds the available resources, posing challenges to sustain comprehensive programming agency-wide.



Program Name	Participants	Description
Ivy Entrepreneur Institute Small Business Development Program	20	FSS participants and Workforce Development (formerly Section 3)
Budgeting	150+	As requested and referrals from Property Managers, partner with local Financial Opportunity Centers & Financial Institutions
Basic Computer Skill Building	50	Partnership with Public Library, basic computer skill training at computer labs in 4 PH sites for residents
Mental Health and Substance Abuse Recover Support Referrals	8-10	At all sites, referral from site service representative or request from resident
Individual Training Service Plans (LMH)	140	ROSS, FSS, and LMH PH resident participation
GED Classes - Various Locations	23	Provided on an as needed basis for GED obtainment
Employment Training, Work Ready Certificates, Job Development Services (TOMJ)	140	On an as needed basis for skills assessment, development, and leading to potential employers. Offer resume writing and interviewing skills to all PH residents.
Neighborhood Housing Services	10	Purchasing, homeownership education/counseling and financial management counseling with the goal of homeownership
Connecting Kids to Meals	Approx. 200 youth per day	Feeding program - breakfast and lunch for youth during summer months. Food commodities delivered once monthly to PH residents with food insecurities.

Family Self-Sufficiency Program Participation

Public Housing 53	Housing Choice Voucher 144
------------------------------------	---



40+

community
partnerships

Financial Opportunity Center (FOC)

In partnership with the Local Initiatives Support Corporation (LISC), a national organization connecting local groups with capital and technical know-how to help build inclusive, resilient communities of opportunity, LMH is taking a pioneering approach to community support by becoming the first public housing authority in Ohio to integrate Financial Opportunity Centers (FOCs) into its operations. Launched in 2023, this initiative focuses on providing FOC services to the East Side of the city, encompassing residents of Ravine Park Village, Birmingham Terrace, and Weiler Homes. LMH's leadership is committed to expanding the reach of FOCs and aims to eventually serve all communities across Lucas County as the program expands in 2024 and beyond.

FOCs provide support services to low- to moderate-income individuals and families such as:

- Employment + Career Counseling
- Financial Coaching + Wealth Building
- Credit Counseling
- Connections to Supplemental Nutrition Assistance Program (SNAP), utilities assistance, and affordable health insurance.

STRENGTHS

Creating a Plan for Action



2018-2023 PROGRESS REPORT

In the 2018-2023 Strategic Plan, LMH presented six overarching goals consisting of objectives and specific action items to measure success over the past five years. Significant efforts were made as evidenced in the high progress scores on each goal. The goals set forth in the 2018-2023 Strategic Plan form the foundation for the vision and goals established in the new 2024-2028 Strategic Action Blueprint.

Score:
70%

Goal One: Improve the Quality of Life for Our Residents and Participants Through Services and Programs

LMH's Office of Resident Services (RS) plays a crucial role in enhancing the lives of residents living in both public housing and Housing Choice Voucher Program (HVCP) communities. RS focuses on providing residents with access to a range of supportive services aimed at fostering personal growth, learning opportunities, and economic advancement. These programs are primarily funded through grants, with additional support provided by program partners and LMH's unrestricted funds. However, the demand for supportive services consistently exceeds the available resources, posing challenges to sustain comprehensive programing agency-wide.

Efforts:

- a. Establish partnerships with many community partners, including the Islamic Food Bank
- b. Increase Wi-Fi access in our residences
- c. Stage a College Day through our Family Self-Sufficiency Program
- d. Create new tenant- and project-based vouchers for senior residents

Score:
85%

Goal Two: Ensure Safe and Secure Environments for Our Staff and Residents

Work with residents to foster safe and secure environments; improve staff and office security and safety; optimize property design to improve safety and security; continue compliance with HUD health and safety regulations; secure sensitive and confidential information; use statistical techniques to focus on crime prevention.

Efforts:

- | | |
|--|---|
| <ol style="list-style-type: none"> a. Increase staffing b. Upgrade camera systems at properties c. Perform security checks of residents | <ol style="list-style-type: none"> d. Proactively engage youth e. Upgrade our technology, including installing antivirus software f. Participate in crime reporting programs |
|--|---|



Score:
87.5%

Goal Three: Create a Culture of Excellence in the Workplace

Offer organizational and professional development opportunities to LMH staff; improve internal communication; establish ways to effectively communicate organizational performance; build on existing efforts to enhance staff camaraderie and pride.

Efforts:

- a. Host IT Lunch & Learns
- b. Provide ongoing training/conference opportunities
- c. Establish an Employee of the Month recognition program
- d. Stage an annual end-of-year celebration event

Score:
96%

Goal Four: Improve Financial Condition of Agency

Practice reliable financial reporting; perform financial operations in a compliant manner; train Finance Department employees to ensure transparency and accountability; improve internal controls; develop alternative revenue sources; reduce operational expenses.

Efforts:

- a. Use technology for monthly financial report-outs
- b. Implement online bill payment
- c. Maintain and report key performance indicators
- d. Establish direct deposit
- e. Increase housing choice vouchers
- f. Improve scope of work in the RFP process

Score:
86%

Goal Five: Improve the Housing Portfolio and Housing Opportunities

Leverage property to promote racial and economic opportunity and equality; increase and improve the landlord pool for housing choice vouchers; investigate expansion of affordable housing through the Rental Assistance Demonstration (RAD) program; investigate consolidating LMH offices; foster partnerships; apply for a HUD Choice Neighborhood Planning and Implementation Grant to guide transformation of a chosen neighborhood; strengthen partnerships with local governments to achieve improved and sustainable outcomes; increase access to housing for the homeless population; enhance infrastructure safety through preventive maintenance.

Efforts:

- a. Establish general awareness of high-opportunity areas
- b. Create an electronic landlord portal
- c. Identify potential RAD opportunities
- d. Leverage vouchers and nonprofit partnerships
- e. Perform preventive maintenance and replacement on HVAC and mechanical systems

Score:
80%

Goal Six: Optimize Agency Programs and Operations

Maintain and become a HUD High Performing Agency; attain Moving to Work status to provide additional operational flexibility; establish continuous process improvement across operations; develop business continuity plans to improve resiliency of services; implement an IT Strategic Action Blueprint to ensure staff have effective technology to perform their duties; maintain effective communications and interactions within LMH.

Efforts:

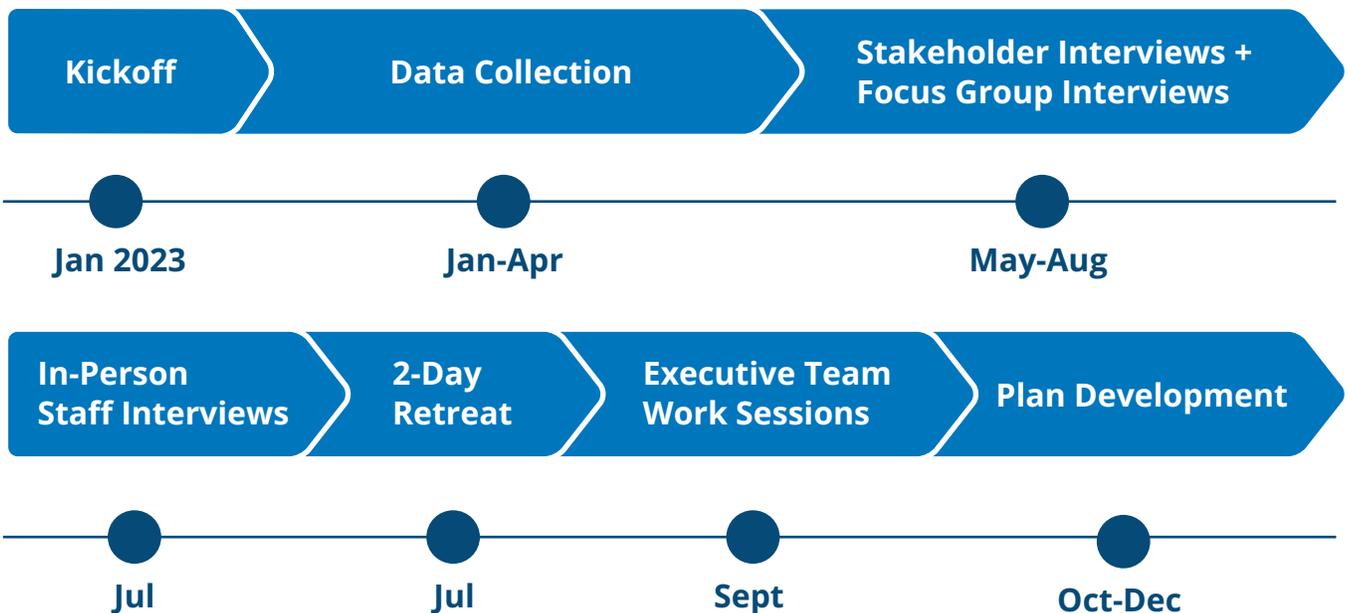
- a. Create new compliance positions on staff
- b. Implement Lean Six Sigma and Kaizen initiatives
- c. Develop a business continuity plan involving COVID-19
- d. Continue to evaluate and improve software and technology used
- e. Provide staff with additional professional training

THE PLANNING PROCESS

The Lucas Metropolitan Housing Strategic Action Blueprint has been crafted over a year-long process, aiming to create an actionable plan for LMH's future decisions. This planning process was characterized by a commitment to inclusivity, drawing on insights from LMH staff, prominent local stakeholders from the public and private sectors, insights from technical studies, comprehensive agency assessments, and the valuable input collected during focus group interviews. The planning process encompassed four critical sequences of data collection:

- a. Comprehensive examination and evaluation of internal organizational materials, as well as external technical studies and policy documents;
- b. Active involvement of stakeholders through individual interviews and focus group sessions;
- c. One-on-one and small group interviews and surveys for all LMH staff; and
- d. A facilitated retreat for the LMH Executive Team and Board of Commissioners.

Timeline of Activities



STAKEHOLDER INPUT

Who did we talk to?

- LMH Residents
- Community Residents
- LMH Employees
- LMH Executive Team
- LMH Board of Commissioners
- Nonprofit partners
- Local Businesses
- City of Toledo Staff
- Elected Officials
- National Developers

What do the LMH staff feel proud of?



What does LMH do well?

- Strong transformational leadership team with relevant experience in respective fields
- Collaborative community partner
- Innovative and visionary organization
- Affordable Homeownership Program

Where could LMH improve?

- Increase internal capacity to execute affordable housing development goals
- Improve listening skills and improve communication internally
- Improve delivery of customer service to clients
- Workplace culture

What is your vision for LMH?

- Increase number of affordable units in Toledo and Lucas County by partnering with developers who have a proven track record of success
- Focus priorities and programs for long-term sustainability and outcomes
- Execution of Junction McClinton Nunn Choice Neighborhoods 2022 Transformation Plan
- Redevelopment of Weiler Homes
- Implementation of a training standard and a corresponding professional training program for LMH staff

MISSION, VISION, AND VALUES

Resulting Vision Statement

"To be a lead partner in creating communities of choice where everyone has a place to call home."

Resulting Mission Statement

"Leading in the development and sustainability of housing accessible to all and providing pathways to an enhanced quality of life to empower vibrant communities."

Resulting Values



LUCAS
METROPOLITAN
HOUSING

LUCAS
METROPOLITAN
HOUSING

Goals and Strategies

LUCAS
HOUSING
PLEASE STOP ON
YOUR WAY TO
WORK
FOR
AN
ADDITIONAL
PHONE CALL
AT 419-249-1111

424

OVERVIEW OF GOALS

A Plan for the Future

This Blueprint represents the culmination of an intensive year-long process involving extensive research, engagement with stakeholders, meaningful dialogue, and strategic decision-making. It lays out a comprehensive roadmap that will guide Lucas Metropolitan Housing toward a future marked by progress, innovation, and enduring positive impact.



Goal 1 - Invest in Employee Growth and Enhance Workplace Satisfaction embodies LMH's commitment to excellence, laying a solid foundation for the organization's continued success and positive community impact.



Goal 2 - Increase Revenue and Pursue Diverse Income Streams signifies LMH's strategic commitment to financial sustainability and independence from federal funding.



Goal 3 - Lead in the Effort to Create Accessible Housing Opportunities in Toledo and the Region underscores LMH's vital role in addressing the affordable housing crisis.



Goal 4 - Streamline Processes and Elevate User Experience and Satisfaction represents LMH's commitment to efficiency and customer-centricity.



Goal 5 - Launch an Inclusive Communication Strategy to Educate Stakeholders and Foster Community Awareness demonstrates LMH's commitment to transparency, inclusivity, and community engagement.



Goal 6 - Building Pathways to Family Income Wealth Building and Economic Advancement underscores LMH's commitment to not only providing affordable housing but also facilitating the empowerment of its residents.



GOAL 1

Invest in Employee Growth and Enhance Workplace Satisfaction

When individuals are empowered to reach their full potential, they become drivers of improved program delivery and customer service. As LMH invests in its employees, it fortifies its workforce, creating a dynamic, empowered team capable of achieving extraordinary results and making a lasting impact on the community it serves.

Strategies

1. **Training and Development:** Develop a comprehensive training and development program that addresses the specific needs and career aspirations of LMH employees.
2. **Communication and Feedback:** Establish regular channels for open communication and feedback between employees and leadership.
3. **Recognition and Rewards:** Implement a meaningful recognition and rewards system that acknowledges and celebrates the achievements of LMH employees.
4. **Diversity and Inclusion:** Continue to champion diversity and inclusion within LMH.
5. **Competitive Compensation:** Ensure that compensation and benefits packages remain competitive within the industry and region to help attract and retain top talent.
6. **Work-Life Balance:** Recognize the importance of work-life balance and offer flexible work arrangements where possible.

Goal 1 Action Plan

Strategy	Task	Success Measure	Timeframe
Training and Development: Implement a comprehensive training and development program that identifies the specific needs and career aspirations of LMH employees.	Develop an onboarding program and policy for new hires	- By 2025 100% of new hires have been formally onboarded agency/department specific	Year 1
	Create an Employee Development Plan (EDP) for each employee	- By 2026 100% of staff have an EDP on file with HR	Year 2
	Create an agency-wide Succession Plan	- A succession plan has been adopted	Year 2
	Draft a Standardized Process and Procedures (SPP) manual for each department	- By 2026 every department has an SPP Manual and/or online training tools	By Year 3
	Initiate an Employee Mentorship Program	- An Employee Mentorship Program is implemented	Year 3
Communication and Feedback: Establish regular channels for open communication and feedback between employees and leadership.	Design a bi-annual quantitative and qualitative employee satisfaction survey	- An employee survey is implemented with 90% participation	Year 2
	Create a structure for management to hold them accountable for regular communication with line staff	- 75% of employees report improved communication within their department	Year 3
Recognition and Rewards: Establish a meaningful recognition and rewards system that acknowledges and celebrates the achievements of LMH employees.	Identify process and train management staff on methods of successful and impactful recognition	- 100% of management staff is trained in effective recognition and new process is implemented	Year 2
	Develop an incentives/rewards program for line staff	- A rewards program is implemented for line staff by 2025	Year 2
Diversity and Inclusion: Create an inclusive culture where all employees feel valued and respected.	Draft a Diversity, Equity, and Inclusion (DEI) Policy for the agency and develop training curriculum	- DEI policy and training curriculum is adopted agency-wide	Year 1
	Embed DEI Policy and approach into personnel policy	- Update personnel policy	Year 2
Competitive Compensation: Ensure that compensation and benefits packages remain competitive within the industry and region to help attract and retain top talent.	Evaluate Employee Compensation Packages in comparison to local market competitors and other PHAs	- 100% of Compensation Studies have been completed and feasible recommendations implemented (with cure period if appropriate) per Board approval	Year 1 - Study complete Year 3 - implementation as budget permits
	Initiate agency-wide time use studies to identify staffing needs and/or determine where to realign existing staff	- Complete 100% of time studies - Identify opportunities to make changes to support operations	Year 2
	Develop recruitment plan to focus on identifying and hiring potential employees to fill vacant positions	- 100% of vacant positions have been filled	By Year 3
Work-Life Balance: Recognize the importance of work-life balance and offer flexible work arrangements where possible.	Develop a flexible work schedule policy, inclusive of alternate schedule and remote work options	- A flexible work arrangement is adopted by 75% of eligible employees	Year 1



GOAL 2

Increase Income and Pursue Diverse Revenue Streams

This goal is not merely a financial objective; it is a driving force that empowers LMH to expand its impact on the community and enhance its ability to provide affordable housing solutions.

Strategies

- Diversify Funding Sources:** Identify and pursue diverse funding streams, such as grants, private partnerships, and investment opportunities to reduce reliance on federal subsidy.
- Public-Private Partnerships:** Foster strategic partnerships with private sector organizations, leveraging their resources and expertise to generate additional income for LMH initiatives.
- Explore the Potential of Fee-for-Service Programs:** Develop fee-based services or programs that align with LMH's mission and expertise, creating new income streams while providing value to the community.

Strategy	Task	Success Measure	Timeframe
Diversify Funding Sources: Identify and pursue diverse funding streams, such as grants, private partnerships, and investment opportunities to reduce reliance on federal subsidy.	Close current development transactions and ensure receipt of developer fees	- Park Hotel (2024 closing) - Collingwood Green V (2024 closing) - Palmer Gardens (2024 closing)	Year 1
	Advocate for City/County funds	- 2 new funding resources are allocated in 2025	By Year 3
	Apply/pursue available grant funding	- 2 awards are received in 2025	By Year 3
	Explore opportunities for revenue growth through LHSC	- Revenue/business opportunity is identified by 2025	By Year 3
Public-Private Partnerships: Foster strategic partnerships with private sector organizations, leveraging their resources and expertise to generate additional income for LMH initiatives.	Identify partnership opportunities to build development capacity	- 2 new partnership deals are pursued	By Year 5
Explore the Potential of Fee-for-Service Programs: Develop fee-based services or programs that align with LMH's mission and expertise, creating new income streams while providing value to the community.	Create Management Company	- Management Company is operational by 2028	By Year 5



GOAL 3



Lead in the Effort to Create Accessible Housing Opportunities in Toledo and the Region

This goal reflects LMH's unwavering commitment to improving housing conditions and expanding access to affordable housing opportunities for residents in Toledo and the surrounding region. By taking a leadership role in rehabilitating existing units and creating new attainable housing options, LMH actively contributes to the betterment of the community and aligns with LMH's mission to lead the development and sustainability of housing accessible to all and providing pathways to an enhanced quality of life to empower vibrant communities.

Strategies

1. **Develop New and Preserve Existing Affordable Units:** Prioritize the preservation of existing and the development of new units that meet the needs of residents of all abilities.
2. **Innovative Financing:** Explore diverse financing options, such as tax credits, grants, bonds, and public-private partnerships, to fund the development and rehabilitation of affordable housing units.
3. **Community Engagement:** Engage with residents and local communities to gather input on housing needs and preferences, ensuring that housing initiatives align with community values.

Goal 3 Action Plan

Strategy	Task	Success Measure	Timeframe
Develop New and Preserve Existing Affordable Units: Prioritize the preservation of existing and the development of new units that meet the needs of residents of all abilities.	Complete a Portfolio Repositioning Plan	<ul style="list-style-type: none"> - Portfolio Repositioning Plan complete, approved by Board and actionable 	Year 1
	Closeout current deals	<ul style="list-style-type: none"> - Teneyck (2024 closing) - Mission Point (2025/2026 closing) 	By Year 3
	Identify opportunities for the development or rehabilitation of affordable housing in areas of high opportunity	<ul style="list-style-type: none"> - Identify 3 potential opportunities in Lucas County - Develop 250 net new units in Toledo and the region by Year 5 	By Year 5
	Conduct a comprehensive assessment of the existing housing stock in Toledo and the surrounding region to identify areas in need of rehabilitation and opportunities for new affordable housing development	<ul style="list-style-type: none"> - A housing stock has been completed 	By Year 5
	Redevelop Weiler Homes	<ul style="list-style-type: none"> - Master Plan for Weiler Homes complete by 2028 	By Year 5
	Pursue the repositioning of existing public housing portfolio	<ul style="list-style-type: none"> - Identify 2 RAD opportunities to pursue in 2024 	By Year 5
Innovative Financing: Explore diverse financing options, such as tax credits, grants, bonds, and public-private partnerships to fund the development and rehabilitation of affordable housing units.	Develop RFPs for PBV development opportunities	<ul style="list-style-type: none"> - 2 new Master Development Agreements (MDAs) are executed by 2027 	By Year 3
	Apply for a CN Implementation Grant for Junction Redevelopment	<ul style="list-style-type: none"> - Apply for 2025 Implementation grant 	By Year 3
Community Engagement: Engage with residents and local communities to gather input on housing needs and preferences, ensuring that housing initiatives align with community values.	Engage in local affordable housing advocacy through taskforces and organizational membership	<ul style="list-style-type: none"> - Create an Accessible Housing Task Force by 2027 - Join 1 local task force/ organization focused on community development and affordable housing 	By Year 3



GOAL 4

Streamline Processes and Elevate User Experience and Satisfaction

This goal signifies LMH's dedication to providing a seamless and satisfactory experience for all its stakeholders, including residents, partners, and employees. By streamlining processes, LMH aims to eliminate unnecessary complexities, reduce bureaucracy, and enhance operational efficiency. This not only benefits the organization but also translates into improved services for residents and partners. It ensures that individuals seeking housing assistance can access the support they need without unnecessary delays or obstacles.

Strategies

1. **Training and Development:** Provide ongoing training and professional development opportunities for employees to enhance their technical and programmatic skills, knowledge, and ability to deliver high-quality services.
2. **Feedback Mechanisms:** Establish feedback mechanisms for residents and partners to provide input on their experiences with LMH services, enabling continuous improvement.
3. **Process Optimization:** Identify and streamline key operational processes within LMH, eliminating bottlenecks, reducing paperwork, and enhancing efficiency to improve overall service delivery.
4. **Accessibility and Inclusivity:** Ensure that all LMH processes and services are accessible and inclusive, accommodating individuals with diverse needs and backgrounds.

Goal 4 Action Plan

Strategy	Task	Success Measure	Timeframe
Training and Development: Provide ongoing training and professional development opportunities for employees to enhance their technical and programmatic skills, knowledge, and ability to deliver high-quality services.	Initiate comprehensive employee Customer Service and Sensitivity Training Program	- 100% of staff have been trained in Customer Service and Sensitivity Training	Year 2
	Develop and implement effective customer service policy, incorporating transparent communication and conflict resolution mechanisms to address concerns promptly and ensure residents and stakeholders feel heard and supported	- Customer Service Policy and Procedures are in place	Year 2
Feedback Mechanisms: Establish feedback mechanisms for residents and partners to provide input on their experiences with LMH services, enabling continuous improvement.	Implement bi-annual customer service and engagement surveys (clients, landlords, partners)	- 2 surveys have been implemented by 2025	Year 1
Process Optimization: Identify and streamline key operational processes within LMH, eliminating bottlenecks, reducing paperwork, and enhancing efficiency to improve overall service delivery.	Evaluate and invest in technology solutions to digitize and automate manual processes, making it easier for both employees and residents to conduct business activities independently and access services and information efficiently	- 100% of clients are able to conduct daily business via technology platform or tool	By Year 3
	Implement collaborative knowledge-sharing action among different LMH departments and teams to facilitate smoother processes and a unified approach	- Departments experience 75% increase in collaboration and improved processes	By Year 3
Accessibility and Inclusivity: Ensure that all LMH processes and services are accessible and inclusive, accommodating individuals with diverse needs and backgrounds.	Identify inclusive ways to communicate with residents tracking application, recertifications, etc.	- 2 new communication strategies are in place	Year 1



GOAL 5

Launch an Inclusive Communication Strategy to Educate Stakeholders and Foster Community Awareness

This goal highlights LMH's dedication to ensuring that all stakeholders have access to essential information and resources, fostering a well-informed and engaged community. Effective communication is the cornerstone of building trust, promoting understanding, and encouraging collaboration and LMH recognizes the importance of providing clear, accessible, and relevant information to its residents, partners, employees, and the broader community.

1. **Collaboration and Community Events:** Organize community events, town hall meetings, educational trainings, workshops and outreach initiatives to facilitate direct interactions between LMH representatives and stakeholders.
2. **Develop a Comprehensive Communication Plan:** Create a well-defined communication plan that outlines strategies, channels, and timelines for reaching various stakeholders, including residents, partners, employees, and the community.

Goal 5 Action Plan

Strategy	Task	Success Measure	Timeframe
Collaboration and Community Events: Organize community events, town hall meetings, and outreach initiatives to facilitate direct interactions between LMH representatives and stakeholders.	Implement an annual resident engagement calendar to engage residents in a meaningful way about the programs, initiatives, and activities that LMH offer	- In 2024, increase resident engagement, build rapport, and complete survey.	Year 1
	Organize quarterly educational workshops and training sessions to empower residents and stakeholders with essential knowledge about programs, housing rights, and community resources	- Quarterly events/workshops for community resources, with at least 2 per year focusing on residents	Year 1
	Host a Regional Affordable Housing Conference	- Regional Affordable Housing Conference is held in 2025	By Year 3
Develop a Comprehensive Communication Plan: Create a well-defined communication plan that outlines strategies, channels, and timelines for reaching various stakeholders, including residents, partners, employees, and the community.	Enhance Digital Presence through active social media engagement, and regular updates to ensure stakeholders can access relevant information easily	- Communication Plan developed for 2024	Year 1
	Ensure that communication materials and strategies are inclusive, culturally sensitive, and accessible to all demographics within the community	- Develop strategy for review of all communications in accordance with DEI policy & accessibility goals	Year 1



GOAL 6

Building Pathways to Family Income Wealth Building and Economic Advancement

This goal acknowledges that housing is not just a basic necessity but a stepping stone to economic advancement and prosperity. To achieve this goal effectively, LMH has developed a comprehensive strategy that involves partnering with local organizations and service providers to offer residents access to educational and job training programs, financial coaching, and resources to enhance their skills and employability. Additionally, LMH aims to expand its continuum of housing options, providing individuals and families with diverse housing choices that align with their evolving needs, from affordable rental units to homeownership opportunities. By fostering economic advancement and continuously improving its housing offerings, LMH empowers its residents to thrive and contribute positively to their communities.

Strategies

1. **Economic Advancement:** Enhance existing and create new programs and initiatives for residents to build wealth and increase economic opportunities.
2. **Housing Continuum Expansion:** Diversify housing options, including affordable rental units, transitional housing, and senior housing, to meet the varied needs of residents at different stages of their lives.
3. **Affordable Homeownership Initiatives:** Enhance existing and create new programs and initiatives that assist residents in transitioning from renting to homeownership, including down payment assistance and homebuyer education.
4. **Data-Driven Approach:** Continuously assess the impact of empowerment programs and housing options through data analysis and resident feedback, adjusting strategies as needed for maximum effectiveness.

Goal 6 Action Plan

Strategy	Task	Success Measure	Timeframe
Economic Advancement: Enhance existing and create new programs and initiatives supporting residents to build wealth and expand their economic opportunity.	Collaborate with local educational institutions and job training centers to provide residents with access to educational programs and vocational training that enhance their employability	<ul style="list-style-type: none"> – Implementation of the Financial Opportunities Center – Launch Pilot Apprenticeship Readiness Program and evaluate continuity 	Year 1
	Partner with social service agencies to offer residents access to mental health services, addiction treatment, and childcare support to address any barriers to economic advancement	<ul style="list-style-type: none"> – Identify one new partner per year to offer one new service on-site at an LMH owned property 	By Year 5
Housing Continuum Expansion: Diversify housing options, including affordable rental units, transitional housing, and senior housing, to meet the varied needs of residents at different stages of their lives.	Increase wraparound support services for residents at-risk	<ul style="list-style-type: none"> – 30% of residents in LMH owned facilities are enrolled in program support 	By Year 3
	Grow Housing First Program	<ul style="list-style-type: none"> – Increase number of Housing First vouchers while maintaining 95%+ utilization 	By Year 3
	Partner with service providers to create supportive housing options for residents with unique needs, such as individuals with disabilities or those experiencing homelessness	<ul style="list-style-type: none"> – Develop 1 new supportive housing development 	By Year 5
Affordable Homeownership Initiatives: Enhance existing and create new programs and initiatives that assist residents in transitioning from renting to homeownership, including down payment assistance and homebuyer education.	Create a mechanism to identify potential homeownership candidates and connect to homeownership pathways	<ul style="list-style-type: none"> – 5% increase in number of new resident homeowners 	By Year 3
Data-Driven Approach: Continuously assess the impact of empowerment programs and housing options through data analysis and resident feedback, adjusting strategies as needed for maximum effectiveness.	Establish a baseline/metrics for homeless population served	<ul style="list-style-type: none"> – 10% increase of new admissions (homeless population) from an established baseline 	By Year 5

ACKNOWLEDGMENTS

We are delighted to extend our gratitude to all those who have played a crucial role in bringing forth the LMH Strategic Action Blueprint: Building for Success. The creation of this plan would not have been possible without the unwavering support and invaluable assistance from a multitude of individuals and groups.

We are deeply appreciative of the rich diversity of perspectives and innovative ideas contributed by a wide spectrum of stakeholders. This collaborative effort has drawn insights from residents, dedicated staff members, committed board members, visionary partners, passionate advocates, union representatives, and numerous departments within the City of Toledo and Lucas County.

Our heartfelt thanks go out to everyone who has been instrumental in this endeavor—those who provided essential data, actively participated in surveys, engaged in stakeholder Interviews, attended meetings, or lent their voices to the focus group discussions. Your collective input has been invaluable in shaping this plan, and we look forward to embarking on this journey towards success together.

Contributors:

Strategic Action Blueprint Core Team

Joaquin Cintron Vega, President and CEO
 Rachel Gagnon, Deputy Executive Director
 Thomas Mackin, Chief Administrative and Legal Officer
 Shimeako Cole, Chief Financial Officer
 Libby Schoen, Chief Programs Officer
 Kattie Bond, Chief Real Estate Development and Modernization
 Cheryl D. Phillips, VP of Human Resources
 Regina Mosley, Sr. Executive Assistant to the President/CEO
 Nida Ammar, Executive Assistant to the Deputy Executive Director

Board of Commissioners

Alisha Gant, Chair
 Bill Brennan, Vice-Chair
 Pastor Michael Hanck
 Michael Hart
 Virginia Rodgers

LHSC Board of Directors

Rev. J. Boose
 Eunice Glover
 Rochelle Purdue
 Executive Staff

C-RAB Members

Agency Departments

Executive Department
 Legal, IT and Compliance
 Real Estate Development and Modernization
 Finance
 Resident Services
 Public Safety
 HCV Program
 Asset Management
 Occupancy
 Human Resources
 Procurement

Stakeholder Groups

Ability Center
ARK Construction/ARK Restoration
Center of Hope
Cherry Street Mission Ministries
City of Toledo
Connecting Kids to Meals
ConnecToledo
Harbor
HCNO/HLC
Hope Toledo
Huntington National Bank
Junction Coalition
Key Bank
Local HUD Office
Lucas County Board of Commissioners
Lucas County Land Bank
Lucas County Mental Health & Recovery Services
Lucas County Children's Services
Lucas County Family and Children First Council
Lucas County Jobs & Family Services
Maumee Valley Habitat for Humanity
Mercy Health
National Church Residences
NeighborWorks
Nuestra Gente Community Projects
Owens Corning Foundation
Pathways
ProMedica
Tabernacle Church
TARTA
Toledo City Council
Toledo Community Coalition
Toledo Fair Housing
Toledo Lucas County Homelessness Board
Toledo Lucas County Library
Toledo Metroparks
Toledo Museum of Art
Toledo Public Schools
Toledo Tomorrow
Toledo Urban Federal Credit Union

Unison
United Way
Zepf Center

Thank you to the over 150 community members, City staff members, businesses, organizations, and partners who shared their feedback and contributed to this plan.



Prepared by EJP Consulting Group, LLC
Naomi Byrne
Chelsea Liedstrand

#BuildingForTheFuture



Published Jan. 2024