



Regional Housing Legal Services

Opening Doors for an
Equitable Future

2025-2030 Strategic Plan Summary



Vision

A future where everyone, regardless of income, race, identity, or background has a safe, affordable home in a place they want to live.

Mission

We work alongside communities in the fight to create and protect safe, affordable homes. We provide legal representation for groups serving those with low incomes, share knowledge, unite partners, and advocate for policy changes.

Our Commitment to Racial Equity

RHLS is committed to integrating Racial Equity in all aspects of our work, in pursuit of achieving Racial Justice in housing, utilities, and community/economic development. We believe all people deserve housing that is healthy, safe, and affordable in a community of choice where they can thrive.

How did we get here?

- Compass Pro Bono Strategic Visioning Project laid the groundwork.
- Engaged Generative Consulting Partners/Partners for Change.
- Discovery involved over 100 “touches” through interviews, a survey, small focus group, and staff/board workshops.
 - Full Discovery Report available in Appendix.
- Staff work groups assembled address key questions.
- Framework and plan moved forward with the Strategic Planning Committee.

Pillar One: Growth and Expansion

- After several years of transition, our team is “firing on all cylinders” and eager for growth.
- This is demonstrated by our productivity for FY 2024-2025:

	Average Per Year 2020-2024	2024-2025
Cases* brought to financial close	11	23
Homes created or preserved	419	711
Financing	\$127 million	\$180 million

**Cases refer to client representations or work sometimes referred to as “development services.”*

Pillar One: Growth & Expansion

We will move at the speed of trust.

- Expansion is both a risk and an opportunity. We must be intentional, phased, and community-informed. (e.g. Ohio)
- In-state relationship-building in identified areas of focus/opportunity, building from CRLA model.
- Design and tailor of service packages to be responsive to community needs.
- Deployment of consulting and technical assistance as strategic entry points for new relationships and market.





Pillar One: Growth and Expansion

- Out-of-state expansion to Delaware and New Jersey
 - Pilot clients and administrative steps necessary to take them
 - Business plans with client development pipelines and revenue sources, ROI analyses, and competitive scans
 - Subsequent information and action will be brought to the Board or committees for approval as needed

Pillar One: Growth & Expansion

	Baseline FY 2024-FY2025	2030 Target
Overall Growth	RHLS handled 149 active cases*.	Total cases handled will grow to 175 cases.
In-State	49 of 149 cases were in PA counties other than Philadelphia or Allegheny.	64 of 175 cases in geographies outside of Philadelphia and Allegheny Counties.
Out-of-State	n/a	10 of 175 cases reflecting equity priorities in DE and/or NJ.

**Cases refer to client representations or work sometimes referred to as “development services.”*

Pillar Two: Policy & Advocacy Leadership

- Policy work at RHLS has traditionally been “ad hoc,” individually driven, and sometimes viewed as auxiliary to client-focused work.
- This strategic plan elevates and solidifies the role of policy work within the organization, and affirms the need for a holistic strategy.
- Calls for the creation of a policy platform with a leadership focus on:
 - Affordable housing preservation
 - Practice-informed policy
 - Anti-displacement
 - Housing quality/conditions
- Builds on Pillar One expansion out-of-state to provide greater vision and expertise on both issues and solutions.

Pillar Two: Policy & Advocacy Leadership

- Implementation
 - Creating a Policy Director position and build supporting structures.
 - Streamline and improve internal processes with equity and power screening tools to help guide and inform our policy work.
 - Clarify RHLS's advocacy role across other issues; when to lead, when to support others.
 - Track policy wins, power-building, and client alignment.
 - Create feedback loops to incorporate lessons learned from case-based expansion.
 - Integrate communications in with policy advocacy as appropriate.



Pillar Three: Sustainability

- Restructure back office in coordination with PULP for greater clarity.
- Center relationships and reengage our supporters.
- Clarify our brand and execute the brand refresh. Strengthen our visibility.
- Continue to diversify revenue, pursue revenue that works, and maintain financial health.
- Develop ethical intake, gift, and fee policies.
- Invest in infrastructure.
- Allocate resources strategically using data and considering ROI.
- Support staff growth, professional development, and explore tools for retention.

Pillar Three: Sustainability

Revenue Goals

	Baseline	2030 Target
Overall Growth	Projected revenue for 2025-2026 is \$3,096,291.	RHLS anticipates increasing overall revenue per year by 10% to \$3.5 million.
Fee-Generative Work via CHLS	Projected revenue for 2025-2026 is \$507,558, or 16% of total revenue.	Increase fee-generative work through CHLS by 50%.
Institutional Funders & Events	Projected revenue from foundations and corporations in 2025-2026 is \$852,754, or 27.5% of total revenue.	Increase revenue from Foundations, Corporations, and/or Events by 33%.

Pillar Three: Sustainability

Retention and Pro Bono Support Goals

	Baseline	2030 Target
Pro Bono Services	Projected revenue for pro bono contributions in 2025-2026 is \$80,000. With planned volunteer transitions, this support will be phased out by FY 2026-FY 2027.	To support the projected Growth in this plan, RHLS will secure \$50,000 worth of pro bono professional services annually to support our clients by 2030.
Staff Retention	From July 1, 2020 - June 30, 2024, RHLS retained 81% of its employees.*	RHLS will maintain a staff retention rate of 90% from 2025-2030.

**Employees retiring or leaving the organization due to long-term disability are not counted for retention purposes.*

Financial Considerations

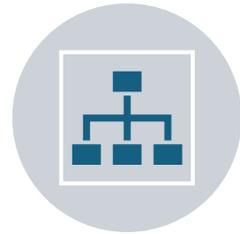
- Maintaining strong positioning and diversified revenue sources.
- Continuing our commitment to building organizational net assets.
- Anticipated revenue growth supports plan objectives.
- Growth will not occur at the expense of our core work in Pennsylvania.
- Political landscape may have unknown consequences for various sources of revenue. This may necessitate a shift or re-evaluation.



Reporting and Implementation



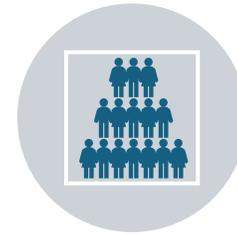
**DECEMBER AND JUNE
REPORT OUTS TO FULL
BOARD OF DIRECTORS**



**BOARD COMMITTEES CAN
"PLUG IN" TO THE PLAN
AS WE KICK OFF**



**QUARTERLY STRATEGIC
PLANNING COMMITTEE
MEETINGS BEGINNING IN
SEPTEMBER**



**ASSIGNING SENIOR STAFF
OWNERSHIP OF ASPECTS
OF THE PLAN AND
KEEPING REMAINING
STAFF APPRISED OF
PROGRESS REGULARLY**



**REVISING GOALS OR
OBJECTIVES AS NEEDED
DUE TO CHANGES IN THE
ENVIRONMENT**

Thank you.

If you would like to access a copy of the full Strategic Plan and Discovery Report, please contact Anabel Lee Sweeney, Director of Strategy & Advancement, at anabel.sweeney@rhls.org