

**MINUTES OF A  
SPECIAL MEETING  
OF THE BOARD OF THE  
REDEVELOPMENT AUTHORITY OF THE COUNTY OF LANCASTER  
JULY 13, 2021  
4:00 P.M. VIA ZOOM VIDEO CONFERENCING  
AND IN-PERSON  
28 PENN SQUARE, SUITE 200  
LANCASTER, PA 17603**

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The members of the Board of the Redevelopment Authority of the County of Lancaster met Tuesday, July 13, 2021. The Board meeting was held at the offices of the Lancaster County Housing & Redevelopment Authorities, 28 Penn Square, Suite 200, and via Zoom Videoconference.

Members of the Board in attendance: Ed Fisher, Jim Eby, Gerald Robinson, and Jim Williams.

Staff members present were: Justin Eby, Executive Director; Michaela Allwine, Director Housing and Community Development; Terry Danforth, Tenant Services Director; Michael Brightbill, Controller; Audrey Steinmetz, Tenant Services Manager; Aimee Tyson, Planning and Compliance Manager; Jocelynn Ritchey, CDBG Program Specialist; Jennifer Peters, Fiscal Assistant; Jess Russo, Landlord Services Coordinator; Steve Kaufhold, Technical Resources Coordinator; Rebecca Santos, Program Coordinator; Rosa Matias, Tenant Services Coordinator; Marilu Gonzalez, Tenant Services Coordinator; Brandy Reyes, Tenant Services Coordinator; Denesha Broadnax, Tenant Services Coordinator; Katherine Alvarado, Tenant Services Coordinator; and Marian Joyce, Secretary.

Also in attendance: Ross Polvara, *unthinkable group*; John Espenshade, *Stevens & Lee*; Howard Garver, *Tenfold*.

Mr. Justin Eby, Executive Director, called the meeting to order at 4:03 p.m.

Public Comments – None

Old Business: Mr. Justin Eby introduced Mr. Ross Polvara and gave a brief overview. Mr. Polvara's group was engaged via an RFP process and started just before the pandemic. They made good progress but then research was on hiatus due to the pandemic and our organization's focus on first CARES and subsequently ERAP Rent Relief programs. In June 2020 the work picked up again. Fast Forward to now, research has been ongoing both virtually and in-person in order to get the Plan to this DRAFT stage.

Mr. Polvara described the process and stated that the summary would describe the strategic priorities for the next five years: 2021 to 2026. These priorities are built on the strengths of LCHRA, reflect the needs of the community and the role of the Authority to meet these needs. Onscreen, he presented the list of over 50 Community Stakeholders and LCHRA Board, Committees, and Staff who were engaged in individual discussion or workshops to develop the initiatives for each strategic priority, followed by the Mission and Vision Statements.

Mr. Justin Eby, Executive Director, and Ms. Michaela Allwine, Director Housing and Community Development, alternated in presenting the DRAFT Strategy which is centered on:

## 5 Strategic Priorities

PRIORITY 1: Housing Affordability, Stability and Preservation

PRIORITY 2: Community Development

PRIORITY 3: Partnerships

PRIORITY 4: Financial Enablement, Funding and Stability

PRIORITY 5: Diversity, Equity and Inclusion

Mr. Justin Eby, executive Director, solicited questions, comments and concerns from attendees. Board Members Jim Williams, Ed Fisher, and Jim Eby provided input on Branding, Funding and Sustainability, Implementation, and Partnerships. Board Counsel John Espenshade, Esquire provided a suggestion regarding tying monthly Board Agenda Items back to the Strategic Plan in order to track progress and self-evaluate.

Mr. Polvara introduced possible Next Steps to mobilize on some of the critical initiatives and align the organization and its resources in Year One. Also due to the changing COVID-19 situation, the Authority will need to align our strategy and adjust to community needs. Furthermore, he noted that some Plan elements may be deferred to Year 3 while others need to be focused on immediately.

Other Business: Mr. Justin Eby introduced two new Staff to Board Members – Ms. Denesha Broadnax, and Ms. Katherine Alvarado. Both are currently working on the ERAP program and will later transition to Tenant Services Coordinators for Housing Authority.

Mr. Justin Eby announced that the next **Regular Meeting** of the Redevelopment Authority of the County of Lancaster Board will be held Tuesday, **July 27, 2021**, immediately **following the 4:30 p.m. meeting** of the Lancaster County Housing Authority. At the regular meeting, the Board will consider *formal* approval of the Priorities in the Strategic Plan.

The meeting was adjourned at 5:05 p.m.

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Marian C. Joyce, Secretary