

A large, stylized number '5' is the central graphic element. The top portion of the '5' is teal, while the bottom portion is grey. The teal part has a white outline and contains the letters 'RRHA' in white. The grey part has a white outline and contains the text 'Richmond Redevelopment & Housing Authority' and 'Strategic Plan'.

RRHA

[www.rrha.org](http://www.rrha.org)

Richmond Redevelopment & Housing Authority

# Strategic Plan

JUNE 2005



## *Looking Forward...*

### *Our New Vision...*

An innovative leader creating dynamic partnerships that build vibrant communities.

### *Our New Mission...*

To be the catalyst for quality affordable housing and community revitalization

*A new day for  
our community.*

## *Our Values...*

- Customer Focused
- Integrity
- Initiative
- Teamwork
- Creativity
- Accountable

## REVITALIZED RESIDENTIAL and COMMERCIAL COMMUNITIES

*Create healthy and stable communities*

## GOAL 1:

### *Objectives:*

1.0 Revitalized residential and commercial communities

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1.1 Create and improve quality affordable housing

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1.2 Develop mixed use / mixed income planned communities

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1.3 Deconcentrate poverty

### *Initiatives:*

- 1) Formalize a collaborative effort between the Authority's Board of Commissioners, Richmond City Council, and the Mayor
- 2) Develop and implement a comprehensive asset management strategy for all of the Authority's property holdings to facilitate residential and commercial development/rehabilitation
- 3) Create a marketing plan that aligns the Authority's strategic services with other regional affordable housing efforts
  - a. Brand or re-brand
  - b. Name change
- 4) Establish and implement agency-wide property maintenance standards for newly acquired and current properties
- 5) Establish guidelines for new construction focusing on safety, affordability, quality and enforcement
- 6) Form a non-profit to serve as the Authority's community development arm to pursue alternate funding, implement creative financing, etc.
- 7) Expand HCV for home ownership, project based vouchers and deconcentration of poverty

## GOAL 2:

## ECONOMIC OPPORTUNITIES

*Foster and create business and investment opportunities*

### Objectives:

2.0 Economic opportunities

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2.1 Support city wide economic development

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2.2 Develop opportunities for client capacity building

### Initiatives:

2.1.1 Establish a collaborative effort with the Mayor and other elected officials to create economic development opportunities for metro-Richmond

2.1.2 Use the Authority's asset portfolio to create business partnerships that generate revenue (to re-invest in current/new communities)

2.1.3 Develop a structure and process for economic project development (project identification, alignment of implementation with resources, tracking system, political awareness and support)

2.2.1 Establish a strategic partnership to transition residents into economic independence

2.2.2 Develop strategic partnerships for elderly and youth activities/programs

2.2.3 Identify and advocate for change in regulations that are impediments to transitioning families out of public housing

## GOAL 3:

### EFFICIENCY and FISCAL RESPONSIBILITY

*A responsible steward of financial and programmatic operations*

#### Objectives:

3.0 Efficiency and fiscal responsibility

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3.1 Meet all program requirements – outcomes and financial targets

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3.2 Effective data management

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3.3 Manage / improve processes

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3.4 Manage human resources

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3.5 Develop new sources of revenue

#### Initiatives:

3.1.1 Build and implement an infrastructure for quality assurance (on-going monitoring of programs/policies/procedures)

3.1.2 (and 3.2.1) Develop an IT strategy to support core business functions (assessment of user groups, security, access, IT maintenance, disaster recovery, centralized data repository, document management)

3.3.1 Identify a standardized methodology for process documentation & process improvement (flowchart/ narrative/collect data/ id change; we do this via test, measure, implement)

3.4.1. Develop human capital plan that aligns with the Strategic Plan (Job descriptions, compensation, org chart, performance management, staff locations)

3.4.2. Develop contingency (emergency) plans to minimize risks to people, facilities, etc.

3.4.3. Clarify roles and responsibilities between the Authority's Board of Commissioners and its staff

3.5.1 Establish alternative funding options that would result in mixed use/mixed income housing

## GOAL 4:

### QUALITY CUSTOMER SERVICE

*To provide courteous, competent and timely service*

#### *Objectives:*

4.0 Quality customer service

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4.1 Foster a learning culture

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4.2 Service orientation

#### *Initiatives:*

4.1.1 Develop a more comprehensive New Employee orientation

4.1.2 Develop a continuing education program for Authority staff

4.2.1 Establish a method of assessing external customer satisfaction

4.2.2 Establish a method of assessing internal customer satisfaction

4.2.3 Provide positive customer relations

4.2.4 Establish standards for agency wide customer service and implement them through recruitment, training, performance management/evaluation, and reward/recognition practices

## Phase I

2006 - 2007

### Strategic Plan Initiatives:

- **WORKFORCE HOUSING PROGRAM:** Selling 130 single family, public housing units/homes. Offer to eligible public housing families and open market sales.

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- **IN-FILL LOT SALES:** RRHA will begin selling marketable in -fill parcels of land/lots.

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- **RRHA LOAN PORTFOLIO:** Research the sale of the agency's existing loan portfolio.

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- **REDEVELOP A SMALL PUBLIC HOUSING DEVELOPMENT:** Secure a development partner to assist in the redevelopment of one of our smaller complexes utilizing demolition and reconstruction.

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- **SALE OF SMALL MARKETABLE RESIDENTIAL BUILDING:** RRHA will sell a small marketable location.

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- **MODERNIZE A PUBLIC HOUSING DEVELOPMENT:** Totally modernize and renovate a public housing community.

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