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RICHMOND REDEVELOPMENT  
AND HOUSING AUTHORITY

# RRHA's STRATEGIC PLANNING: *Building Vibrant Communities!*

*Introduced: June 2005*

*Sheila Hill- Christian*

*Executive Director*

*Richmond Redevelopment and Housing Authority*

*901 Chamberlayne Parkway – Richmond, VA 23220*

# What is the Richmond Redevelopment and Housing Authority?

RRHA is the largest public housing authority in the Commonwealth of Virginia. We have been redeveloping communities and providing affordable housing in the Richmond area since 1940, directly serving more than 30,000 people yearly.



*RRHA has approximately 300 employees, and  
an annual budget of approximately  
\$62 million.*

# What We Do

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RRHA serves the City of Richmond by advancing or providing:

- **Neighborhood revitalization and community development**
- **Affordable housing**
- **Family self-sufficiency programs**
- **Economic and business opportunities**

*Using federal, state and city funds.*

*(73% federal funding, 11% City of Richmond funding)*



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Richmond Redevelopment and Housing Authority

# Our Partners

- U.S. Department of Housing and Urban Development (HUD)
- City of Richmond
- Virginia Housing Development Authority (VHDA)
- Lenders
- Developers
- Service Providers



# RRHA Provides and Maintains Affordable Housing



## RRHA Property Management Services include:

- Housing Management
- Public Safety
- Maintenance and Modernization
- Resident Services
- Housing Choice Voucher Program



RRHA provides 4,100 public housing units to nearly 10,000 residents in 16 family developments and 8 elderly buildings.

# Housing Choice Voucher Program (HCVP) – (Section 8 Housing)

This program provides assistance  
for over 2,900 families with options  
for quality, affordable rental housing  
in the private market.

*A new HCVP Homeownership program  
provides qualified participants  
with the opportunity to purchase  
a home utilizing the value of their  
voucher.*



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# RRHA – Advancing Community Redevelopment

RRHA spearheads partnership efforts to:

- Revitalize existing housing and commercial properties in neighborhoods and downtown Richmond
- Give new life to historic buildings
- Promote economic development



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# RRHA . . . Building Vibrant Neighborhoods!

## RRHA's Strategic Planning Process

# *Why a Strategic Plan?*

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- **To continue to provide effective housing services, and to prepare for changes** and reduction of funds from the US Department of Housing and Urban Development (HUD).
- **To chart a successful course** for the agency that will positively impact our stakeholders and our contributions to the future of this City.
- **To discuss and review options** for revitalizing neighborhoods and redeveloping public housing.

# RRHA's Strategic Planning & Feasibility Study Project



# RRHA's Strategic Plan included...

- **Physical Needs Assessment** –
- A detailed inspection of RRHA residential buildings by engineers to determine current physical conditions and costs for improvements



# RRHA's Strategic Plan ....

- **Stakeholder Meetings**
- **Discussions with residents, partners, taxpayers and key stakeholders**
- *Summary provided that identified common issues and priorities that helped to develop future goals and strategies of the plan.*



# RRHA's Strategic Plan – Other elements

..continued

- **Market study** - to determine housing needs, housing demands and provide an economic overview of the City of Richmond.
- **Financial Plan** – financing options, incorporating public and private funds, while maximizing HUD funds and city resources.
- **Strategic Plan** - A five-year strategic and implementation plan document for initiatives.

# Strategic Plan and Feasibility Study included

- **A review of the intent and mission of the agency--**
  - Which resulted in:
    - ***New VISION and MISSION STATEMENTS***
    - ***VALUES***
    - ***GOALS, OBJECTIVES, INITIATIVES, and***
    - ***PERFORMANCE MEASURES***

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# What we learned from the Strategic Plan Process...

# Stakeholder's Common Themes

- **Recreate/Redefine**

- Public Housing**

- No more cinder block buildings
    - Single-family & multi-family homes with amenities
    - Housing options from rental to homeownership
    - Mixed income – mixed use communities
    - **Safe neighborhoods**
    - **Green space!**



# Market Study Facts

*Defining the Need for Affordable Housing*



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## 2004 HUD Maximum Income Guidelines

*(Four Person Family)*

*Annual Incomes*

30%

**\$19,750**

50%

**\$32,950**

80%

**\$52,700**

*Currently, RRHA serves only families in the  
30<sup>th</sup> percentile range of the Area Median Income  
(\$19,750 up to \$63,800)*

# Market Study Facts

## *Employment Trends*



- ✓ There is generally an increasing workforce and number of jobs in the Richmond region, at an average of just over 1% per year each over the past 6 years. This has produced increased demand for housing.

*Most of this demand has been met by new development in the counties that surround Richmond.*

# Market Study Facts



## *The Richmond Rental Market – The Need for Affordable Housing*

- ✓ **The study estimates a total of 44,640 renter households in 2004 in the City. This represents 46% of the city's total population.**
- ✓ **8,629 renter households fall in the 30% to 50% of AMI income limits (\$19,750 up to \$32,950)**
- ✓ **15,701 renter households fall below income limits for their household size. (Below the 30% AMI income limits)**
- ✓ **Average rents increased from \$683 to \$707 during 2000 to 2004.**

# Market Study Facts



- ✓ **The market study revealed a high demand for affordable housing.**
- ✓ **More specifically it identified that 62% of low-income households will need studio or one-bedroom units.**
- ✓ **Currently, only 28% of the Authority's inventory consists of "one-bedroom" units.**

***Looking forward –  
RRHA's NEW VISION Statement***

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**An innovative leader  
creating  
dynamic partnerships  
that build vibrant  
communities**



# *Looking forward— RRHA's New MISSION Statement*

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**To be the catalyst for  
quality affordable  
housing and  
community  
revitalization**



# Going Forward— RRHA VALUES

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



# *RRHA Going Forward ---* **GOALS , Objectives, Initiatives**

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## **#1 -Revitalized residential and commercial communities**

- Create and improve quality affordable housing
- Develop Mixed-use/Mixed-income planned communities
- Deconcentrate poverty
  - Collaborative Efforts with Mayor, Council
  - Expand HCVP for home ownership
  - Form a community development non-profit

## **GOALS** .... *Continued*

# **#2 – ECONOMIC OPPORTUNITIES**

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- **Support city-wide economic development**
- **Develop opportunities for client capacity building**
  - **To create business partnerships**
  - **Transition residents into economic independence**

# **#3 – EFFICIENCY and FISCAL RESPONSIBILITY**

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- **Meet all HUD and City program requirements**
- **Effective data management**
- **Develop new sources of revenue**
- **Improve processes**
- **Manage human resources**

# #4 QUALITY CUSTOMER SERVICE

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- **Foster a learning culture**
- **Service Orientation**
  - Establish standards for agency-wide customer service performance
  - Develop a more comprehensive employee orientation
  - Establish methods for assessing external and internal customer satisfaction
  - Develop continuing education programs for staff



# RRHA Strategic Plan

## PHASE ONE INITIATIVES

2006-2007

# RRHA's Phase 1 Initiatives-



- **Workforce Housing Program: Selling 130 single-family, public housing units/ homes.**  
Offer to eligible public housing families and open-market sales.
- **In-Fill Lot Sales: RRHA will begin selling marketable in-fill parcels of land /lots.**
- **RRHA Loan Portfolio: Research the sale of the agency's existing loan portfolio** <sup>29</sup>

# RRHA's Phase 1 Initiatives



- 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.
- Sale of a small marketable residential building: RRHA will sell a small marketable location.

# RRHA's Phase 1 Initiatives-



- **Modernize a Public Housing Development:** Totally modernize and renovate a public housing community.

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# *Looking Forward.* *June 2005*

*A new day for  
our community.*

## *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

