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RRHA

Richmond **Redevelopment**
& **Housing** Authority

Richmond Redevelopment & Housing Authority

Strategic Plan

RRHA

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OVERVIEW

Strategic Plan and Feasibility Study Project

LAUNCHED: JUNE 2005

For more than 67 years the Richmond Redevelopment and Housing Authority (RRHA) has successfully provided essential housing resources through its federally funded public housing, rental voucher and neighborhood revitalization programs. In order to continue providing the best affordable housing services, and move the agency in a new direction to improve the lives of the many families it serves, RRHA conducted a Strategic Plan and Feasibility Study Project.

The Project addressed charting a successful course for the agency that will positively impact residents, the organization and consequently its contributions to the future of the City of Richmond, while best serving the needs of its tenants, partners, taxpayers, the community and the city-at-large.

The RRHA Strategic Plan and Feasibility Study Project included the review of many aspects of the Authority: an analysis of the external and internal environment of the Authority; a review of the intent and mission of the agency; formulation of strategies to keep RRHA competitive and poised to maximize resources; a course to implement strategies developed; and development of tools to assess the progress and results of the organization. The plan includes the following components:

- Physical Needs Assessment – A detailed inspection of RRHA residential buildings to determine current physical conditions and costs for improvements.
- Stakeholder Meetings - Discussions with residents, partners, taxpayers and key stakeholders to obtain input and recommendations regarding the future of public housing and neighborhood redevelopment in Richmond.
- Market study - An independent market study to determine housing needs, housing demands and provide an economic overview of the City of Richmond.
- Financial Plan – Development of financing options, incorporating public and private funds, to achieve the goals and strategies of the plan while maximizing federal, state and local resources.
- Strategic Plan – A five-year strategic and implementation plan document.

Through this strategic planning process, it is a new day for our community and the Richmond Redevelopment and Housing Authority. On June 15, 2005, RRHA adopted a new Vision and Mission Statement; Values, Goals and Initiatives that will serve as the blueprint for this organization.

On the following pages Richmond Redevelopment and Housing Authority presents its vision and mission statements, values, goals and initiatives.



RRHA

Richmond **Redevelopment**
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*A new day for
our community.*

Our Vision...

An innovative leader creating dynamic partnerships that build vibrant communities.

Our Mission...

To be the catalyst for quality affordable housing and community revitalization

Our Values...

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

REVITALIZED RESIDENTIAL & COMMERCIAL COMMUNITIES

Create healthy and stable communities

Objectives:

1.0 Revitalized residential and commercial communities

1.1 Create and improve quality affordable housing

1.2 Develop mixed use / mixed income planned communities

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

2.1 Support city wide economic development

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

EFFICIENCY and FISCAL RESPONSIBILITY

Be a responsible steward of financial and programmatic operations

Objectives:

3.0 Efficiency and fiscal responsibility

3.1 Meet all program requirements – outcomes and financial targets

3.2 Effective data management

3.3 Manage / improve processes

3.4 Manage human resources

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

Provide courteous, competent and timely service

Objectives:

4.0 Quality customer service

4.1 Foster a learning culture

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

Real Estate Development

Strategic Plan Goal
#1 Revitalize Communities

	6 Mos. Target	1 Year Target	2 Year Target
Neighborhood Homeownership (119)	14 under contract	25 under contract	25 under contract
Idlewood (Sale)	Sold	-	-
Bainbridge/Stovall (Rehab)	Bainbridge Started	Bainbridge/ Stovall Completed	-
Infill Lot Sales (Sale of 42)	All Sold	-	-
Dove Street (PH Redevelopment)	-	Demolition Done	Construction Underway
Jackson Place (RE Development)	-	Construction	Some Completed
Gilpin/N. Jackson Ward (PH Redevelopment)	-	Conceptual Plans, Community Engaged Financing	Lined Up

2007/2008 Strategic Priorities

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Business Process Improvement

Strategic Plan Goal #3 Efficiency & Fiscal Responsibility

Target

New Business Model Implementation	<ul style="list-style-type: none"> - Key Performance Indicators - Starter set for each Business Unit - Basic Business & Financial Plans - RE Development First - Close Key Functional Support Gaps – Identify Strategies 	Sep 2007 Dec 2007 Dec 2007	
Asset Management Implementation	<ul style="list-style-type: none"> - Close Budget Gaps/ Profitability Enhancement - HUD Regulatory Compliance – Next Milestone 	Sep 2008 Oct 2008	
HCVP Business Stabilization	<ul style="list-style-type: none"> - HUD Consolidated Review Corrective Action Plan - Comprehensive HCVP Business Process Improvement Project Plan 	Nov 2007 Sep 2007	
New Enterprise Business System Implementation	<ul style="list-style-type: none"> - HCVP Business System Selection & Install - Balance of Enterprise Business System Selection & Install 	Dec 2007 Feb 2009	
#1 Revitalize Communities #2 Economic Opps #3 Efficiency/Fiscal #4 Customer Service	Board Workshop Strategies	<ul style="list-style-type: none"> - Funding Strategies – Board Presentation - Controlled Entities Strategies – Board Presentation - Growth Management Strategies - Resident Services Strategies 	Sep 2007 Oct 2007 Ongoing Ongoing



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BUILDING VIBRANT COMMUNITIES

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