



Richmond **Redevelopment & Housing** Authority

Strategic Plan S D A T E

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TPR Staff Additions to Boost Efficiency and Fiscal Responsibility

Goal 3 - Efficiency and Fiscal Responsibility requires that RRHA remain vigilant about data management and process improvement. Recent additions to the Technology, Planning and Research staff support this endeavor.



(LR) Michael Hammond, Ann Lis, Maya Eakins, Sherri William

Ann Lis joined the Planning and Research Department in March 2007 as a Sr. Business Analyst/Project Manager. Ann comes to RRHA from the health insurance industry with more than 20 years experience in human resources and business process improvement. Ann's RRHA responsibilities include Strategic Plan progress tracking and reporting and integration of business process efficiencies into the RRHA environment. Look for Ann to be asking lots of questions about what we do at RRHA, how we do it, if we measure it and can we do it better!

Also new to Technology, Planning and Research is Maya Eakins,

who began employment with RRHA in July as the Executive Administrative Assistant. Maya brings property management and administrative support experience to her new role and is excited about contributing to the success of the many progressive projects that RRHA is implementing.

Michael Hammond came on board in May as the IT Operations and Network Supervisor at RRHA.

Prior to RRHA, Mike was a Technical Project Leader for a global defense and technology company. He now leads RRHA's desktop and server support teams and is the liaison for the Helpdesk team.

Sherri William joined RRHA in July as an Application Analyst in the IT department. Sherri will be assisting with the implementation of the new Enterprise Business System as well as other IT projects throughout the agency. Sherri has Finance and Business systems experience from both private sector and non-profit organizations.

Measuring Up! Strategic Plan Measures under Review

It's back-to-school time. Kids have begun hitting the books and parents are looking for report card grades that reflect their children's hard work and progress.

For RRHA stakeholders, Strategic Plan measures provide a report card of progress on Plan goals and objectives. But are the existing measures truly relevant to, and reflective of, accomplishments on strategic plan initiatives? Are the measures well-defined and easy to understand? These are questions that a cross-functional team is looking to answer as they undertake an extensive review of the strategic plan measures first put into place in 2005.



Representatives from Community Revitalization, Public Housing, Housing Choice Voucher, TPR, Finance and Security are consulting with management and co-workers to validate measures definitions and data sources, requirements and reporting procedures. Based on discussions and analysis, the Measurement team will add and/or eliminate measures until they arrive at a meaningful, clearly defined list that provides leading and lagging indicators of Strategic Plan progress. From there, the team will help to centralize, standardize and streamline Strategic Plan reporting, making Plan results visible. Soon, it will be clear to all how RRHA measures up!

Affordable Housing Takes an Off-the-Wall Approach

Step into Deputy Executive Director, John Hill's office, and you can't help but notice that one wall is plastered with typed sheets of paper (over 60 sheets, in all). Is this John's low budget attempt to redecorate his office? Hardly. It is his attempt to make visible what he wants to accomplish over the coming months.

Each sheet contains a housing choice voucher, public housing or maintenance initiative John that wants to implement or improve upon. The ideas are the result of John's observations as a newcomer to RRHA and numerous meetings with Affordable Housing staff and stakeholders.

Some initiatives are easy ("Just Do It's" in Guide to Project Management terms) and have already been completed; Facilitate a Housing Choice Voucher waiting list pull, for example. Other tasks such as Develop a HCV desk manual and Develop an Asset Management manual may take longer but can run concurrently. Develop a move-in packet for public



housing residents is an idea for further down the road. "You'll notice they're all action words," says John. "Develop, establish, initiate..."

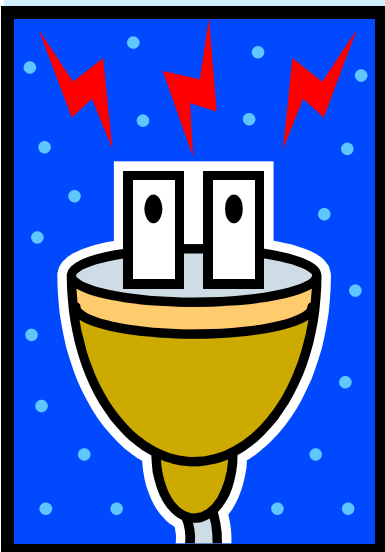
And why have a wall of initiatives? "It reminds me," says John, "and it's a constant reminder to people coming in my office, of where we want to go."

Now these "off-the-wall" ideas have been captured in a comprehensive improvement

project plan. To put the project plan into action, a Committee of Thirteen, made up of employees from the Housing Choice Voucher Program, Public Housing, Maintenance and IT, has been established. This Committee will provide the leadership needed for the reengineering of Affordable Housing. However, they will not be working alone. The Committee will be recruiting other members of Affordable Housing to assist in the improvement effort, with the ultimate goal of becoming a High Performing Agency. The Committee of Thirteen officially kicked off improvement activities on September 7th. ★

AMP'd on Asset Management

As RRHA moves to HUD's new Asset Management model, where each property is treated as its own business within the public housing program, it is important to become familiar the basics.



Project-based management (PBM):

The provision of *decentralized* property management services that are tailored to the unique needs of each property. Project-based management includes budgeting, accounting, maintenance and property management.

Project-based budget: HUD mandates that by October 2007, operating budgets must be developed at the AMP level and approved by the board of commissioners. (RRHA has met this requirement!)

Stay tuned for more terms and concepts in upcoming issues.

Thinking like a BUSINESS

RRHA...

Traditional Housing Authority

with Public Housing and Community Revitalization Departments

OR

Real Estate Development & Property Management Company?

Community Revitalization Phases in Use of RRHA Project Management Guidelines

With as many as 20 large projects underway at a time, Community Revitalization (CR) has had its hands full keeping up with varied methods



of project tracking and reporting. But that is about to change. CR has begun a phased approach to implementing RRHA project management tools and standards, starting with writing project charters.

Typically charters are established when projects are initiated, and serve as an agreement between the project manager, project sponsor and stakeholders. However, along with implementing the use of charters for new projects, CR is taking the extra step to create formal charters for projects in already in progress.

According to John Sydnor, who is tasked with drafting these charters, the necessary project information is available; the charters will simply bring the information together in a standard format.

Following RRHA project management guidelines will also help CR streamline and standardize project reporting through the use of project status report and progress templates. “We’re excited about the Project Management way of doing things,” says Sydnor. “It will parse down reporting and make the way we do things better.”

CR Project Managers recently attended Microsoft Project software training and RRHA Guide to Project Management training, further enhancing their abilities to manage critical project activities—developing project plans, assigning resources to tasks, tracking schedules and budgets, and analyzing workloads. ★

Project Management Help is a Click or Call Away

Are you in the throes of managing a project or about to kick one off and unsure how to proceed? Help is available. Access the latest version of the RRHA Guide to Project Management at P:\Project Management\Project Management Guide\Version 1.0\Project Mgmt Guide_v.1.3_08.15.07.doc. If you prefer a more personal touch, contact Leslie Cohoon or Ann Lis in Planning and Research, for assistance at 780-3496.



Richmond **Redevelopment & Housing Authority**

Strategic Plan SDATE

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Published by the RRHA Communications Office and the Technology, Planning and Research Department.

Executive Director Anthony Scott has announced RRHA's Strategic Priorities for 2007/2008



RRHA

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



2007/2008 Strategic Priorities

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

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

Every RRHA Employee will contribute in some way to the accomplishment of these objectives!

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