

RRHA

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Richmond Redevelopment & Housing Authority
Strategic Plan

JUNE 2005
REV. FEBRUARY 2006

Strategic Plan and Feasibility Study Project

JUNE 2005

For more than 65 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.

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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

GOAL 1:

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

GOAL 3:

EFFICIENCY and FISCAL RESPONSIBILITY

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

To 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

2006 - 2007 Strategic Plan Initiatives

Phase 1

- **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.

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

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

- **JACKSON PLACE:** Sell the parcels/property for market-rate.

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