



Richmond **Redevelopment  
& Housing** Authority  
*BUILDING VIBRANT COMMUNITIES*



**Stronger** Together

2017-2018 Impact Report

# A message from our Chairman and Interim CEO

On behalf of RRHA and our Board of Commissioners, welcome to the 2017-2018 Impact Report.

Amid many changes over the past year, we remain steadfast in our commitment to transform and redevelop our public housing communities to the benefit of our residents and the city of Richmond.

In response to declining and uncertain support from the federal government, RRHA has created an asset management plan that will guide the way we prioritize funding for capital improvements to ensure that those funds are used in the most effective and efficient way in order to meet the needs our residents. The plan focuses on health and safety related improvements including boiler, piping, roofing and infrastructure. Under this plan, RRHA has committed \$5.4 million over the next two years alone to boiler replacement and improvements.

Long-term, RRHA must redevelop its 70 year-old public housing communities. We made significant progress this year. RRHA began construction with our development partners The Community Builders and Community Preservation Development Corporation on nearly 200 apartments at the old Armstrong High School site and in Jackson Ward. Another 550 family and senior apartments will begin undergoing substantial rehabilitation later this year.

In addition, we are working to create new housing opportunities for residents of public housing. Our goal is to give residents choices in where they live. By awarding Project Based Vouchers to new housing developments in Richmond and surrounding counties, RRHA has received commitments from nonprofit and for profit developers to give priority to public housing residents in applying for these new homes. So far, 173 apartments have been committed under this initiative.

In conjunction with redevelopment and new housing opportunities, promoting greater resident self-sufficiency has been a cornerstone of our work. In the following pages you will find a few examples of how we are making a difference through collaborations with our community partners.

We are grateful to our Board of Commissioners for their guidance and support as we work toward revitalizing communities and transforming lives. Together with our valued staff and partners, we will continue our mission of helping our residents move forward on a path toward taking advantage of greater choices and building their capacity to achieve their goals.



Orlando Artze



Robert Adams

A stylized, handwritten signature in black ink, appearing to read 'Orlando Artze'.

Orlando Artze, Interim Chief Executive Officer  
Richmond Redevelopment & Housing Authority

A stylized, handwritten signature in black ink, appearing to read 'Robert J. Adams'.

Robert J. Adams, Chairman  
RRHA Board of Commissioners

# What we do

RRHA began its journey in 1940, when the agency was established by the Richmond City Council and charged with the mission of building Richmond’s future. Today, we are the largest housing authority in Virginia, serving nearly 20,000 residents. We manage over 4,000 subsidized apartments in the city and administer the housing voucher program to nearly 3,000 very low-income families. Our work would not be possible without the help of strategic partnerships with both public and private organizations who share our commitment and vision.

Over the years, together with our partners, we have successfully implemented redevelopment initiatives in thirty-one neighborhoods throughout Richmond. We have seen the positive results of our efforts through these revitalized communities and countless lives that have been changed for the better.







Department of Parks and Recreation youth football program

## Partners in Recreation

The mission of the **Department of Parks, Recreation and Community Facilities** is to provide affordable, accessible, enjoyable activities for all citizens of Richmond. Through its partnership with RRHA, the department offers a wide variety of programs for residents intended to enhance their overall quality of life. In addition, the department seeks to preserve, protect and improve our area’s natural resources, parkland, and recreational facilities for both current and future generations.

Parks and Rec offers a before and after school program for children which focuses on keeping them active, healthy and happy. Other activities for both adults and children include classes in visual arts, fitness, outdoor education, aquatics, and athletics.



Healthy Hearts



## Stepping Up

**STEP** is a Christian non-profit organization serving RRHA residents in Gilpin Court and the surrounding area. STEP focuses on education and employment as it helps residents achieve their goals and move toward independence through several initiatives.

*Jobs for Life* is a “soft skills” training program developed by a team of mentors, pastors, and business leaders to help participants gain, maintain, and thrive in employment.

The *Victory Reading Program* serves young children from preschool through third grade by providing after-school reading skills development, a crucial foundation of the education process. The *Summer Enrichment Program* adds fun summer activities in addition to encouraging summer reading.



## Enhancing Life Through Education

**Healthy Hearts Plus II (HHPII)** is a nonprofit, community-based organization located in Richmond. HHPII was founded in 1999 as an offshoot of Healthy Heart Plus LLC., a private nutritional consultation service. While practicing in the private industry as a Certified Nutritional Consultant, founder and executive director Alice Freeman recognized the lack of resources, access to fresh foods, and nutritional education for economically disadvantaged communities. HHPII grew out of a need to provide life enhancing nutrition education and services to communities who are nutritionally destitute as a result of social, economic and environmental disparities. Through the “Eat Right for Life” program, HHPII provides nutritional education that supports a holistic dietary lifestyle via a series of seminars, workshops, interactive demonstrations, and weekly radio shows.





Greg and Yvette learned about new housing options through the Transition Coaches. They have been participating as members of ROI's Creighton People Plan Community Engagement team and Steering Committee.

## Richmond Opportunities, Inc.

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RRHA has an important strategic partnership with **Richmond Opportunities, Inc. (ROI)**, an independent nonprofit that supports community transformation by creating pathways to self-sufficiency for RRHA residents, ensuring individuals and families thrive in safe and healthy housing. Two key points of collaboration between RRHA and ROI are the Family Transition Coaches and the Tomorrow's Promise Scholarship Program.

### FAMILY TRANSITION COACHES AND THE CREIGHTON PEOPLE PLAN

In collaboration with RRHA, the Richmond City Health District, residents, and other partners, ROI is managing the "Creighton People Plan" as part of the transformational redevelopment of Creighton Court. The People Plan ensures that Creighton residents obtain the necessary support through their transition to safe and healthy housing of choice. The goals of the people-centered approach are to:

- Provide intensive support and holistic case management to households throughout any rehabilitation or redevelopment process
- Empower residents to lead communications and community building in their neighborhood
- Organize community service partners to develop an efficient and coordinated network of providers focused on successful housing transition
- Continuously evaluate to improve services and monitor results



The winners of the Tomorrow's Promise Scholarship pictured from L-R: Ty-Shawn Thomas, Angela Dandridge, Ashley Drummond, Kierra Eddings and Asia Jefferson with Richmond Mayor, Levar Stoney . Since 1995, the program has awarded college scholarships to more than 120 high school graduates based on academic achievement, community service, and work ethic.

ROI supports and directs each of these focus areas by coordinating community partners and mobilizing community resources toward a goal of ensuring success for residents as they themselves define it.

The holistic case management is provided by Family Transition Coaches, (FTC) employed by the Richmond City Health District, who engage with individuals and families. Currently, four FTCs are serving the Creighton Court community. The coaches develop a comprehensive assessment of households and work one-on-one to develop an individualized family development plan that includes a list of goal priorities and time frames. Community resources are identified to meet the stated goals, such as partner agencies Housing Opportunities Made Equal (HOME), the Office of Community Wealth Building, and the Richmond Behavioral Health Authority. Ongoing case management is provided to troubleshoot when barriers arise, and motivation and coaching support is continuous to ensure progress. The move from Creighton to a new site can be a vulnerable time for many households. To ensure continued housing success, the FTCs will continue case management support after the move.

### TOMORROW'S PROMISE SCHOLARSHIP

The Tomorrow's Promise Scholarship Fund awards scholarships to graduating seniors from RRHA communities who are pursuing higher education. RRHA staff identify and encourage qualified students to apply, and ROI provides the financial backing.

This year, six amazing students were recognized for their academic achievements as well as leadership in their communities. Each student will receive up to \$4,000 in scholarship support from ROI to further their education.





Cotina Brake works full-time for the Richmond City Health Department, and is enrolled at John Tyler Community College to learn Medical Coding and Billing.

## Reaching New Heights

The **Family Self-Sufficiency** (FSS) Program was created to provide economic incentives for families to become employed and move toward independence.

The program works as follows: When a resident becomes employed, their rent increases. However, if the resident enrolls in the FSS program prior to employment, RRHA will escrow the increased rent amount into a personal savings or “set aside” account. Every month, as the resident pays rent, the escrow fund accumulates.

Cotina Brake, who was raised in Fairfield Court, took full advantage of the FSS program after suffering a series of hardships that included the loss of her job. After enrolling in the program, she set her primary goal of becoming employed full-time.

“When you work full-time, the funds grow quickly,” says Cotina. She took typing classes and attended financial workshops provided by RRHA that prepare residents to make good financial choices. “All the programs have been great,” adds Cotina. “They’re a team of people who really want to help you. I’m so grateful and I thank God for these people and what they do.”

Today, Cotina works full time for the Richmond City Health Department and is taking classes at John Tyler Community College in Medical Coding and Billing. She is looking ahead to a future in the medical field, but adds, “I always want to be involved in my community and give back to my community.”





Priscilla Eggelston is a graduate of the Lay Health Promoter Program and works in her community to spread the word on healthier life choices.

## Improving Health

The **Lay Health Promoter Program** (LHP) is an educational initiative of CrossOver Ministry. This innovative program, began in 1994, and is designed to improve health knowledge and practice by empowering people to take greater responsibility for their health and the health of others. Classes are taught throughout the Greater Richmond area, offering volunteers forty hours of free instruction in which they learn about healthier life choices and how to recognize early signs of illness.

LHP graduates benefit the community by helping others to access health care and the resources they need, thus reducing the number of individuals who postpone early treatment. These “Health Care Ambassadors” voluntarily serve our community and are an integral part of the health care team of CrossOver Ministry.

The free, 10-week LHP Course is offered in English and Spanish, and is hosted in partnership with various churches and community centers. The program focuses on disease prevention as well as navigating resources that can be difficult to access for the low-income and uninsured. Graduates of the program receive a blood pressure cuff, stethoscope, and thermometer as well as training in their proper use.

Topics covered include high blood pressure, diabetes, cancer, HIV/AIDS and STDs, asthma, and domestic violence. Since its inception, the LHP program has graduated more than 1,500 Lay Health Promoters, resulting in many healthier lives.

# RRHA Affordable Housing



**Blackwell Senior Cottages**

The Blackwell Senior Cottages in the city's Manchester district offer independent senior living. 18 units feature several floor plans, including one bedroom, one bathroom, a full kitchen, and an open living area. The units are low-maintenance, accessible, and attractive for its senior residents.

**RRHA Neighborhood Homeownership Initiative**

RRHA's Neighborhood Homeownership Initiative is a partnership with developers to sell quality, affordable priced single-family homes for Richmond homebuyers that are renovated to fit their budget and style.



**Highland Park Senior Apartments**

Highland Park Senior Apartments opened in 2016 with 77 units in a renovated public school building. The building was constructed in 1909 and served as Highland Park Public School. In the early 1990s, the high school was converted into a three-story senior apartment building. Renamed Brookland Park Plaza, the building functioned as a senior living community for many years before being sold in 2006.





# Redevelopment Choices



## Baker School

Designed by famed architect Marcelus Wright, Baker School was built in 1939 and served as an elementary school for the surrounding Jackson Ward neighborhood. The school closed in 1979 and has since served as a variety of training centers until it was closed permanently in 2014.

The building will undergo an extensive rehabilitation with all new systems and be converted to 50 senior apartments. Baker School Senior Apartments is located in the North Jackson Ward community of Richmond and is less than three blocks from Fay Towers.

# Redevelopment Choices



Jackson Ward Apartment rendering, (above), and Groundbreaking.

## Jackson Ward Apartments

Less than 10 minutes from Fay Towers and close to downtown Richmond is the Jackson Ward Apartments, a 72-unit building with 1-bedroom, 1-bath homes for low-income senior citizens and mixed-income residents. The complex includes an onsite parking garage, a community room and outdoor plaza. RRHA is redeveloping the property in partnership with the Community Preservation and Development Corporation, a non-profit real estate development firm. The project marks the second phase of a three-phase plan intended to provide replacement housing for the 200 residents of Fay Towers. Construction began in 2018.

Jackson Ward is a historically African American neighborhood covering 42 city blocks that has been designated a National Historic Landmark District by the National Park Service. Significant investment has occurred in Jackson Ward during the past few years; including the opening of the Virginia Commonwealth University Institute for Contemporary Art (ICA).





# Armstrong – East End Transformation

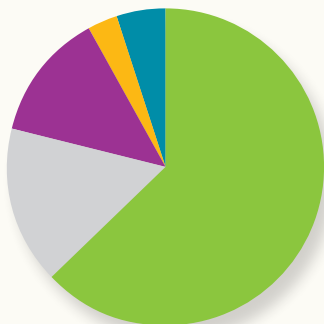
One of the city’s most socially and economically challenged neighborhoods has been the Creighton Court community and surrounding areas. Through a series of East End meetings with residents, neighbors and community leaders, a plan was developed that laid out the initial redevelopment efforts of Creighton Court, the Old Armstrong School site, and Nine-Mile Road.

The initial phase of development required demolition of the Old Armstrong High School to make way for the first wave of replacement units for Creighton Court, totaling over 250 mixed income rental apartments and homeownership options. The project is a public-private partnership between RRHA, The Community Builders, and the City of Richmond.

Construction began in 2017, and we estimate all phases will be complete by 2022.

# Statement of Revenues, Expenditures & Other Outlays

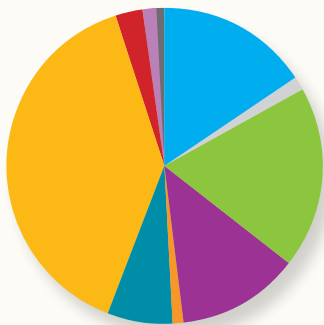
## For the fiscal year ended September 30, 2017



### REVENUES

Federal Government	\$ 51,119, 095
City of Richmond	13,240,845
Rental Income	10,475,995
Home Sales	2,698,209
Other Revenues	3,799,514
<b>TOTAL</b>	<b>\$ 81,333,658</b>

Other revenues include non-cash transactions.



### EXPENSES

Administrative Costs	\$ 10,023,694
Tenant Services	527,375
Utilities	11,618,958
Maintenance	8,167,190
Protective Services	5,251
General Expenses	4,443,343
Housing Assistance Payments	24,728,186
Cost of Property Sold	1,994,917
Loss on sale of Property	295,836
Other Costs	19,668
<b>TOTAL</b>	<b>\$ 61,824,418</b>

Expenses do not include depreciation, but do include other non-cash transactions such as the cost of property sold and loss on sale of property.

### ASSETS

Cash & Cash Equivalents	\$ 28,092,020
Accounts Receivable	2,728,451
Mortgage Loans and Notes Receivable	22,665,313
Prepays, Inventories and Assets Held for Resale	7,357,576
Fixed Assets	73,658,466
Other Assets	661,778
<b>Total Assets</b>	<b>\$135,163,604</b>
Deferred Outflows of Resources	2,503,055
<b>Total Assets and Deferred Outflows</b>	<b>\$137,666,659</b>

### LIABILITIES

Accounts Payable	\$ 1,174,516
Notes Payable	765,000
Due to Other Governments	2,615,179
Accrued Liabilities	2,736,774
Unearned Revenue	5,641,903
Other Liabilities	3,875,243
Accrued Pension and OPEB Liability	11,341,416
<b>Total Liabilities</b>	<b>\$ 28,150,031</b>
Deferred Inflows of Resources	717,169
Net Position	\$ 108,799,459
<b>Total Liabilities, Deferred Inflows, and Net Position</b>	<b>\$137,666,659</b>

To obtain the full 2017 Audited Financials, contact the Finance Department at (804) 780-4022, or submit to [info@rrha.com](mailto:info@rrha.com).



# RRHA Board of Commissioners

Robert J. Adams, *Chairman*

Veronica G. Blount, *Vice-Chair*

Heidi W. Abbott

Jonathan E. Coleman

Elliott M. Harrigan

Robley S. Jones

Neil S. Kessler

Marilyn B. Olds

Samuel S. Young, Jr.

Top row from left to right: Neil Kessler, Marilyn Olds, Samuel Young, Jr., Elliott Harrigan and Jonathan Coleman  
Bottom row from left to right: Robert J. Adams, Heidi Abbott, Robley S. Jones and Veronica Blount



## OUR VISION

Building Vibrant Communities.

## OUR MISSION

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

## OUR VALUES

In defining who we are and how we do business, we operate by the phrase “iACT:”  
Integrity, Accountability, Customer Focus, Teamwork.



Richmond **Redevelopment  
& Housing** Authority

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***BUILDING VIBRANT COMMUNITIES***

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**[www.rrha.com](http://www.rrha.com)**