

MINUTES OF THE REGULAR ELECTRONIC MEETING
 WORK SESSION OF THE COMMISSIONERS OF
 RICHMOND REDEVELOPMENT AND HOUSING AUTHORITY
 HELD VIA GOTOMEETING IN RICHMOND, VIRGINIA
 ON WEDNESDAY, MAY 12, 2021

In Attendance via GoToMeeting:

Board of Commissioners

Neil Kessler, Acting Chairman
 Veronica Blount
 Jonathan Coleman
 W. R. "Bill" Johnson, Jr.
 Robley Jones
 Basil Gooden
 Barrett Hardiman
 Charlene Pitchford

Absent

Patrice Shelton

RRHA Staff

Stacey Daniels-Fayson, Interim Chief Executive Officer

Acting Chairman Neil Kessler called the meeting to order at 5:38 p.m. with Ben Titter serving as Legal Counsel. A quorum was established.

General Counsel Comments

This meeting is an electronic meeting of the RRHA Board of Commissioners conducted in accordance with City of Richmond Ordinance No. 2020-093 (the "Ordinance"), which was ordained under the authority conferred unto the City by Va. Code § 15.2-1413. The Board is meeting by entirely remote means and a quorum of the Board is not physically assembled. The Board is conducting an electronic meeting due to the COVID-19 pandemic, which has made it unsafe for a quorum of Board members to physically assemble in a single location. This Board is a "public body" within the meaning of the Virginia Freedom of Information Act (Va. Code § 2.2-3700 *et seq.*), as well as Section 1(B)(5) of the Ordinance, in that the members of this Board are appointed to office by the City Council.

Notice of this electronic meeting was published on RRHA's website on **Thursday, May 6, 2021**. That Notice identified that this meeting will be an "electronic meeting" within the meaning of the Ordinance, that the meeting will be conducted through GoToMeeting, and that members of the public could observe and participate in the meeting. Specific instructions to access the meeting by Internet and by phone were disclosed in the Notice. The Notice also directed members of the public to a link at which they could register to deliver public comments in real time in accordance with the Citizens' Comment provisions of the Board's Bylaws. All such requests to speak are delivered to Priscilla Jackson, Executive Administrative Assistant.

Members of the public must register in advance in accordance with the Board's Bylaws in order to make public comments during the meeting. To register, members of the public must access an online link by which they can provide the registration information required by the Board's Bylaws. Public comments must be made at electronic meetings of this Board in real time through the GoToMeeting application, either by Internet or by phone. Written comments will not be accepted and will not be included in the minutes of this meeting.

In accordance with the Bylaws, no member of the public may address the Board unless they have registered to speak or have otherwise been called upon by the Chair to speak. Accordingly, all members of the public are instructed to disable any audio or video broadcasts until and unless the Board has called upon such individual to deliver comments. If a member of the public refuses to disable an audio or video broadcast after

having been warned to do so by the Chair, then the individual may be permanently banned from the remainder of the meeting.

Please disable your audio and video broadcasts now.

All members of this body in attendance at this meeting are participating electronically. The members who are participating in this meeting include: (1) Ms. Veronica Blount, (2) Mr. Jonathan Coleman, (3) Dr. Basil Gooden, (4) Mr. Barrett Hardiman, (5) Mr. Robley Jones, (6) Mr. Neil Kessler, Acting Chair, and (7) Ms. Charlene Pitchford.

Members are reminded that all voting during this electronic meeting must be conducted by roll call vote. When a motion is on the floor, I will call each member by name, in alphabetical order, to state their vote individually, until all members are polled.

I have no further comments.

FY 2022 Annual Agency Plan Work Session

Staff provided updates to the FY 2022 Annual Agency Plan. The following revisions were reviewed and discussed.

Revision of PHA Plan Elements

Statement of Housing Needs

Annual Plan, page 8

- Family attributes will be added to include applicants with hearing, mobility, and sensory requests.

Strategy to Address Housing Needs

Annual Plan, page 20

- RRHA will implement Action Items to address fair housing education and outreach programs for PH residents, HCVP participants and landlords; improve the environment of persons with disabilities in public housing (increasing the number of handicap accessible units) HCVP and PBV programs; continue to offer programs that build self-sufficiency and job readiness among residents; adopt best practices for crime-reduction, economic self-sufficiency, and good tenant programs; strengthen client resources for relocating to high opportunity areas; provide comprehensive tenant transitional programs for redeveloped public housing and support state and federal regulatory reform to address rental housing disparities.

Homeownership Programs

Annual Plan, page 27

- RRHA plans to develop two single family homes on RRHA's scattered sites lots.
- RRHA plans to re-implement HCVP Homeownership opportunities for FY 2022.

Asset Management

Annual Plan, page 29

- References of DDTF in the Mixed Finance Section of Annual Plan will be removed.

Substantial Deviation

Significant Amendment/Modification

Annual Plan, page 31

- All references to 20% budgetary threshold replaced with 10% budgetary threshold.

- Inserted: Language clarifying that RRHA may make changes only to RAD projects previously approved by HUD and the Board without triggering substantial deviation/significant amendment.

Substantial Deviation Concerning RAD

Annual Plan, page 32

- Remove and replace: Language added to clarify that RRHA may choose PBV or PBRA RAD assistance without Board approval but may not initiate new RAD conversion without Board approval.

New Activities

Mixed Finance Modernization or Development

Annual Plan, Page 33

- Remove: References of DDTF in the Mixed Finance Section of Annual Plan will be removed.

RAD Section 18 (75/25 Blend)

Annual Plan, page 34

- Remove/Replace: RRHA may utilize a blend of RAD and Section 18 disposition authority for comprehensive rehabilitation or replacement of units. HUD's RAD Section 18 blend will allow RRHA to project-based voucher ("PBV") assistance through a Rental Assistance Demonstration ("RAD") conversion with assistance from tenant protection vouchers ("TPVs") that are awarded through a Section 18 disposition approval.

Designated Housing for Elderly and/or Disabled Families

Annual Plan, page 44

- Revised: RRHA intends to complete the build out of its Senior Cottages project by completing the renovation 3-duplex units and new construction of additional units to complete this project. All units will be designated for occupancy by the elderly.

Conversion of Public Housing to Project-Based Assistance under RAD

Annual Plan, page 45

- RRHA also proposes that a portion of RRHA's public housing communities including Creighton, Gilpin, Hillside, Fairfield, Mosby, Whitcomb, 1200 Decatur Street, 1611 4th Avenue, 700 S. Lombardy Street, Afton Avenue, Bainbridge (28th/Moody), Melvin C. Fox Manor, Fulton, 3900 Old Brook Circle, Randolph Apartments, 1920 Stonewall Place, Oscar E. Stovall Place, Townes at River South may be partially disposed of through Section 18 and replaced with Project-Based vouchers. RRHA may utilize a blend of RAD and Section 18 disposition authority for comprehensive rehabilitation or replacement of units. RAD/Section 18 Blend allows RRHA to convert utilizing Section 8 Project-Based Voucher (PBV) assistance. Section 18 blend will allow RRHA to Project-Based Voucher ("PBV") assistance through a Rental Assistance Demonstration ("RAD") conversion with assistance from tenant protection vouchers ("TPVs") that are

awarded through a Section 18 disposition approval.

Project-Based Vouchers

Annual Plan, page 80

- Revised: Project-Based Vouchers (PBVs) are a component of RRHA's Housing Choice Voucher (HCV) program and is subject to the regulations set forth in 24 CFR Part 983. PBVs are funded with allocation of the current budget authority.
- RRHA may use up to 20 percent of its authorized voucher authority to project-base units in a specific project and an additional 10 percent through a competitive Request for Proposal (RFP) process.
- In certain cases, RRHA may use an additional 10 percent of its authorized voucher units for PBV assistance.

Other Capital Grant Programs

Annual Plan, page 81

- Add: Capital Fund Financing Program. PHA may borrow private capital to make improvements and pledge, subject to the availability of appropriations, a portion of its future year annual Capital Funds to make debt service payments for either a bond or conventional bank loan transaction.

Discussion:

Staff explained that the Capital Fund Financing Program will allow the Housing Authority to use the capital funds to borrow against future capital funds that RRHA may receive to do certain development work. There are no immediate plans to use this financing program; it is being included in this annual plan so that if an opportunity arises, we will be able to use this program without having to submit an amendment to HUD and request approval from them to be able to do so.

Admissions and Continued Occupancy Policy for Low Income Public Housing Proposed Updates

Chapter 2 - Fair Housing

Non-Discrimination

Page 6

- Revised: RRHA shall not discriminate because of race, color, sex, religion, familial status (in the non-elderly designated housing), disability, elderliness, national origin, gender identity, sexual orientation, veteran status, or source of funds in the leasing, rental or other disposition of housing or related facility, including land, included in any development or any development under its jurisdiction.

Chapter 4 - Applying for Admission

Initial Application Procedures

Page 16

- Add: Efforts will be made to assist applicants who lack access to the necessary technology and/or resources, upon request.

Chapter 5 - Unacceptable Criminal Record - Revised

Page 52

- Generally: Denial of assistance and re-apply dates now defined by recency of conviction as well as charge class, allowing staff to differentiate between crimes of differing severity within a category.
- Drug policies: Possession of marijuana, and distribution of less than one ounce of marijuana, are no longer considered a crime.
- Alcohol policies: Penalties greatly reduced for alcohol-related convictions (DWI, drunk in public).
- Rehabilitation: Burden to prove applicant has been “rehabilitated” from prior convictions will be lowered, allowing more applicants to claim rehabilitation.

Chapter 8 - Leasing
Visitors

- Revised: Will remove language forbidding a resident to receive non-resident visitors who were previously evicted from public housing.

Chapter 12 - Re-examinations
Changes in Family and Household Composition
 Page 149

- Add: Removal of a Minor from the household:
 When removing a minor from the household, the Head of Household (HOH) must provide a court ordered custody agreement. If a court ordered custody agreement is not available, the HOH may submit a notarized statement from both the new guardian and the head of household detailing the custody arrangement. In the new event of a dispute, or whether custody is listed as equal, RRHA will review court documents, where the child’s money (child support, SS, etc.) is being sent and where the child is registered for school to make a determination as to where the housing subsidy is apportioned.

Chapter 13 - Inspection, Repair and Maintenance of Dwelling Units
Move-In Inspection

- Revised: Move-in inspections for new families may not occur while the previous family still resides in the unit.

Chapter 15 – Transfer Policy
Emergency Transfers
 Page 187

- Revised: Based on a threat assessment, a law enforcement agency or RRHA Director of Public Safety recommends rehousing.

Chapter 23 – Tenant Grievance Procedure
Procedures Governing the Formal Hearing
 Page 286

- Add: All issues raised at the Informal Conference may be raised at the Formal Grievance Hearing.

Action Item: Staff should clarify the language to reflect that if evidence or issues related to the grievance were not raised at the Informal Conference, they may be raised at the Formal Grievance Hearing.

Exhibit #4 – **List of Standard Charges**
Page 321

- Revised: Remove all charges for preventive and routine maintenance in accordance with law.

Criminal Background Eligibility Criteria for RRHA's Housing Program

Current RRHA Criteria:

- After an internal review, staff determined that RRHA's current criminal background criteria, as contained in our current, HUD-approved ACOP and Administrative Plan, may have unintentionally resulted in some unnecessary denials. Staff also report that denials based on criminal background are infrequent.

Proposed RRHA Criteria:

- Even with this data, our review revealed that RRHA's criminal background eligibility criteria should be changed. Our hope is that we can make affordable housing available for more individuals and families.

These proposed changes include:

- Removing certain offenses, such as possession of marijuana, crimes against the administration of justice, and financial/fraud crimes from consideration. This means that individuals will no longer be ineligible based on these convictions.
- Generally lowering the duration of ineligibility and/or increasing the number of convictions required before an individual would be determined ineligible.
- Broadening the types of records and evidence an individual can provide to demonstrate that they have successfully been rehabilitated after a conviction for a controlled substance or alcohol related offense.

Attorney General's Model Policy

The Virginia's Attorney General has published a Model Policy for Tenant Screening. This policy suggests that housing providers should first look at an applicant's financial eligibility, then conduct "a tailored background screening" to determine if the applicant is a good fit for a tenancy, and, if not, the housing provider should allow the applicant to provide additional evidence or information about their criminal background so the housing provider can conduct an individualized assessment.

RRHA believes that our policies already mirror this framework. Our review of an applicant's criminal background is only one component of their eligibility, and it is focused on only those types of offenses that are identified in the ACOP and Administrative Plan. RRHA does not have any 'blanket ban' policy that denies all applicants with a criminal background regardless of the nature or date of any conviction.

RRHA policies are only concerned with particular types of offenses, many of which require multiple convictions before they can affect eligibility, as well as the amount of time that has elapsed since any relevant conviction.

Similar to the Attorney General's Model Policy, RRHA is proposing to only consider certain categories or types of offenses while ignoring others. RRHA's proposed changes actually go farther than this Model Policy by completely ignoring any kind of fraud offense, a category that the Model Policy suggests housing providers should consider when determining eligibility.

RRHA also already provides for a reconsideration and individualized assessment of any denial based on criminal background. Per HUD regulations, any applicant that is denied, including a denial based on an unacceptable criminal background, has the right to an administrative grievance with RRHA. During this process, both the applicant and RRHA can present evidence and records, provide additional information, and have representation to assist in the process. This presents any such applicant an opportunity to provide additional information about, or an explanation of, their criminal background and allows RRHA to overturn a denial when, after considering all information, it is appropriate to do so.

Action Item: Staff should communicate the changes to the Criminal Background Policy to residents.

Administrative Plan for Housing Choice Voucher Program (HCVP) Proposed Updates

Chapter 3 – Eligibility

Denial of Assistance

Pages 3-26

Revised:

- Generally: Denial of assistance and re-apply dates now defined by recency of conviction as well as charge class, allowing staff to differentiate between crimes of differing severity within a category.
- Drug policies: Possession of marijuana, and distribution of less than one ounce of marijuana, are no longer considered a crime.
- Alcohol policies: Penalties greatly reduced for alcohol-related convictions (DWI, drunk in public).
- Rehabilitation: Burden to prove applicant has been “rehabilitated” from prior convictions will be lowered, allowing more applicants to claim rehabilitation.

Chapter 8 – Housing Quality Standards and Rent Reasonableness Determinations

Introduction

Page 8-1

- Change: Upon final HUD guidance, RRHA will change from UPCS-V inspections to NSPIRE inspections. NSPIRE (National Standards for the Physical Inspection of Real Estate) model prioritizes health, safety, and functional defects over appearance.

Chapter 8- Housing Quality Standards and Rent Reasonableness Determinations
Notice and Scheduling,
 Page 8-12

- Add: RRHA will add either of these methods to notify participants and landlords of an inspection: email, postal mail, and/or portal.

Chapter 12 – Terminations
Exhibit 12-1 Statement of Family Obligations
 Pages 12-28 to 12-29

- Add: Participant must not allow anyone residing outside of the household to use the address; this may be grounds for termination of unauthorized household members.

Annual Agency Plan Progress Report

The Transformation of Large Public Housing Developments.

Adopt prioritization criteria and form a realistic, achievable, resourced, inclusive of resident input, plan.

- Continue to utilize HUD’s Physical Needs Assessment (PNA) tool, renewable every 5 years, for long term project based strategic planning.
- Implement RRHA’s Build First Strategy in tiered phased prioritization schedule for large public housing redevelopment over the next 5-20 years as follows:
 Phase I: Creighton, Mosby, Gilpin Court
 Phase II: Hillside, Fairfield, Whitcomb Courts
 Utilize the Creighton Court Tenant Council Bill of Rights to engage resident councils in proposed prioritization schedule and seek feedback.
- Update the Real Estate Committee and RRHA Commissioners on project implementation and seek board approval as required.

Engage residents/stakeholders in the redevelopment process by direct involvement in task force meetings, community meetings, quarterly newsletters, project specific website and community walks.

- Implement resident engagement process at Creighton Court with strategic partnerships.
- Quarterly review of resident engagement process and assess engagement process.
- Proactively utilize project FAQs and Project Fact Sheets developed for RAD (Afton, Bainbridge, Fulton, Randolph, Stovall, 4th Avenue, 700 Lombardy, Old Brook, Decatur, Fox Manor, Stonewall) and Creighton Court to create transparent answers.

Utilize Big 6 Density Study Master Plan for each transformation project.

- Utilize draft Density Study Master Plan and Developments Phasing Strategy to analyze each of the current development’s assets.
- Review annually.

Use our existing Resources Strategically and Explore Alternate Revenue Sources for Various Project Initiatives.

- Continue to utilize HUD, local, and state funding/programs for project initiatives including but not limited to HOPE VI, Choice Neighborhoods, RAD and RAD Blend, Section 18, Low Income Housing Tax Credits, Virginia Housing Resources, Capital Funds, HOME, Community Develop Block Grant as has been used to finance current RRHA projects including Afton, Bainbridge, Fulton, Randolph, Stovall, 4th Avenue, 700 Lombardy, Old Brook, Decatur, Fox Manor, Stonewall and Armstrong Renaissance and Creighton Court.
- Close the HOPE VI Project
- Dispose/redevelop under-utilized assets to create reserves.
 - Complete disposition of remaining 38 Neighborhood Homeownership Initiative (NHI) properties for affordable homeownership.
 - Complete disposition of remaining Greenwalk houses.
 - Strategically utilize RRHA inventory of non-federal properties to implement RRHA's build first strategy for resident families to continue to provide affordable housing options.
 - Act as a co-developer or self-developer for RRHA development projects to earn fees and gain experience.
 - Identify targeted projects for self-development opportunities.
 - Develop Request For Qualifications/Proposals (RFQ/RFP) for Co-Developer Private Partnerships.

Support our Customers' Success.

- Examine and redesign the Resident Services (RS) Programs and establish metrics that will promote sustainability among our residents.
 - In Progress: The RS department has enhanced its program structure with the implementation of a new resident focused case management system (TAAG) that also serves as a comprehensive documentation, assessment, and data collection tool. Residents are currently being assessed to evaluate self-sufficiency indicators in areas of self-sufficiency from which metrics can be established.
 - Implement an enhanced structure of the resident services program.
 - Completed- Phase 1 of the implementation of TAAG is complete, which has provided and enhanced the structure by which residents are receiving services.
- Survey and audit current programs to ensure that they improve quality of life and promote self-sufficiency.
 - Implementing/Ongoing – The new case management model is being implemented and is supported by the new case management system which automates and aligns with best practices for resident outreach, assessment

of needs, self-sufficiency planning, service coordination, and progress tracking.

- Train staff on TAAG case management system.
 - Complete: All Resident Services Staff have been trained on how to use TAAG. Initial training dates were 10/19-10/21. Training will be ongoing as processes are refined and systems update.

Create a plan to meet resident needs.

- Implementing/Ongoing – Currently identifying residents needs through assessment (LIFTS – Leading Individuals and Families Towards Self Sufficiency) and using best practices to develop realistic and attainable service plans for the residents.
- Raise funds to increase resident services staffing to an optimal case management portfolio of 100 residents per staff member.
 - Ongoing – Recently awarded the Resident Opportunities and Self Sufficiency (ROSS) and Family Self Sufficiency (FSS) program grants. The grant funds will provide the case management support to expand self-sufficiency coordination services for more residents. Other funds have also been acquired. Resident services will continue to seek and secure funds and commitments from funders and partners to maintain an effective program.
 - Ongoing: - Grant Awarded: Resident Opportunities and Self-Sufficiency (ROSS) grant awarded which allowed for 3 added staff positions to assist residents in becoming self-sufficient.
 - Applied for the Affordable Housing Trust Grant – we did not secure.
 - Applied for the JOBS plus Grant – we did not secure.
 - Funding – executed contract with Michaels to provide service coordination services, which allows for an additional part-time position.
- Revise the resident needs assessment.
 - Completed: Staff is currently conducting a comprehensive LIFTS (Leading Individuals and Families towards Self-Sufficiency) Assessment to identify Resident’s needs in the areas of employment, job training, education, transportation, childcare, health, housing, finances, legal, and homeownership.
 - Create a Plan to meet Residents’ Needs: As residents are assessed, RSC’s are working with the family to develop individualized self-sufficiency plans.
- Examine the supervision structure of the resident services program.
 - Completed: The new supervision structure integrates 3 Program Manager positions that allow direct supervision, training, collaboration, and coaching to Resident Service Coordinators. Additional reorganization may take place as the agency continues to evolve, communities are re-developed, and the residents’ needs change.

- Develop an Individual Service Plan for all new, able-bodied residents that targets the top 2 Priorities.
 - Implementing/In Progress – Service plan development is part of the case management process. Staff will continue to be trained on how to develop effective plans as families continue to be assessed.

Examine the needs and available services for residents under 18 years of age and develop partnerships and programs to support them.

- In Progress: Resident Services continues to work to improve the access to needed resources for youth. However, employment opportunities for youth continue to be remote and inaccessible to many of the youth living within our communities. We have also experienced inadequate staffing for after school programming.

Current Partnerships and Programming to Support Youth:

- VCU – Healthy Communities for Youth
- Code VA
- Apple
- Verizon – STEM Lab
- Parks and Recreation – After School Programs and Sports
- Mayor’s Youth Academy – Summer Employment and Leadership Tomorrow’s Promise Scholarship – College funding
- RRHA Youth Employment and Leadership Academy
- Boys and Girls Club of Metro Richmond – After school programs
- Conduct an asset inventory for each public housing property.
 - In Progress: Currently partnering with VCU Healthy Communities to deliver assets mapping within the community.
- Develop a program and partnership plan for each public housing property.
 - In Progress – Resident Services is currently working with Parks and Recreation to develop scalable youth programs within the big 6 communities. The RRHA’s Tomorrow’s Promise Scholarship fund provided scholarships to 15 students last year and applications are currently being accepted for 2021.

Create a plan to organize residents in order to promote participation in resident services.

- In Progress – The plan to organize residents has been affected by COVID-19. Residents have been offered opportunities to get involved via virtual platforms: GED information sessions, Financial Literacy Workshops, COVID specific financial navigations sessions.
- Re-engage the Resident Councils.
 - In Progress – The Tenant Council engagement efforts have resumed after being delayed due to COVID-19. Tenant councils have been conducted and Officers are currently receiving Leadership training.
- Develop a resident engagement plan.

- In Progress – The new Case Management system automates best practices for strategic outreach efforts based on the needs of the community.
- Deploy the resident engagement plan and develop success metrics.
 - In Progress – The new Case Management system automates best practices for strategic outreach efforts based on the needs of the community. The Resident Engagement plan is being developed.

Develop Self Sufficiency for Housing Choice Voucher and Public Housing Participants.

- In Progress: In order to effectively support motivated families through the process of becoming self-sufficient, the following self-sufficiency indicators are being tracked: The number of participants who obtain GED or High School diploma (goal-15%) or industry specific certifications, college degrees or higher (goal - 20%); the number of participants obtaining transportation (goal-15%), or participants obtaining gainful and suitable employment (20%).
- Train Resident Service Coordinators in the FSS Program.
 - In Progress: Two RSC's received FSS certification through Nan McKay and Associates. We intend to enroll 3-5 new RSC's at next season's FSS training.
- Fill Mandated FSS program slots – only required for HCVP FSS program
- Current projects to increase achievability of a larger-scale and effective FSS program, accessible to more residents include:
 - Motivational Screening of residents
 - Effective Case management modeling.
 - Escrow Audit and Reconciliation of FSS Accounts.
 - Audit complete through February 2021. Accounts are reconciled monthly.
 - Additional FSS Coordinator positions and FSS Training.
 - RSC's are performing FSS functions to include service coordination for FSS families living within their assigned community.
- Implement the Section 8 Homeownership Program
 - In Progress - In collaboration with the Housing Choice Voucher Program, the initial planning and draft modeling for the operation of the Homeownership Program in connection with the FSS program has taken place.

Increase safety for all RRHA communities.

- Continue to develop fluid comprehensive strategies addressing public safety issues by leveraging RRHA resources with other like-minded Federal, State, and City stakeholders. This will continue to primarily be accomplished through the interagency RRHA Prevention/Intervention Steering Committee.
- Evaluate technology and environmental enhancements that can be utilized to improve safety such as adding to the existing 310 security cameras, planned license plate readers in partnership with the Richmond Police Department and Virginia State Police, continuous tree trimming and architectural improvements.

- Continue to partner with Federal, State, and City Law Enforcement to create effective prevention, intervention, and enforcement strategies.
- Expand current Public Safety Referral program through an Intergovernmental Initiative with RPD and Richmond City Human Services.
- Remain current in crime analysis to identify relevant and focused strategies to address public safety issues. Current priorities include violent crime, domestic violence, juvenile engagement, and emergency relocations.

Build Strategic Partnerships to Advance our Work

Create and sustain successful partnerships with resident councils and neighborhood organizations and service providers.

- Implement semi-annual meetings of our clients' service providers to explore improvements to service delivery and provide programmatic updates. Resident Services staff meet quarterly with service providers to explore and to improve services delivery. Resident Services coordinates events and workshops along with Service Providers that help to enhance the lives of our residents.
- Increase participation in professional and trade groups representing rental property owners and service providers. The Housing Choice Voucher Program has engaged with and participated in several professional settings to advance and increase property owner participation. Meetings were held with Virginia Apartment Management Association (VAMA), several individual landlords, Connect Capital to create the Voucher Playbook, Cocktail reception with Housing Opportunities Made Equal, and Landlord engagement seminars with Homeward.
- Increase resident attendance at resident council meetings to promote programs, services, and benefits, particularly FSS. The FSS Program Coordinating Committee (PCC) meets quarterly to discuss resources in the community to leverage partnerships and create pathways that align with the needs of the FSS participant family. Meetings have been held within a virtual platform due to the COVID-19 pandemic. We are continuing to re-evaluate several means of facilitation to maintain effectiveness and engagement.
- Create an internal team to ensure representation at key civic association and City Councilmember meetings that will gather information and advise on issues.
 - In Progress - staff are meeting internally to discuss this specific issue.

Expand relationships with new non-profit Community Development Corporations and private developers in transforming communities.

- Implement community engagement plan to increase involvement of CDC's and private developers' efforts in RRHA's Big 6 redevelopment project plans.

Engage our public leaders (i.e. local, state, and federal elected officials) to accomplish our work and identify areas of common interest.

- In Progress – Increase meetings and relationship-building with City Council to identify areas of interest and strategic priorities.

- In Progress - Increase meetings and relationship-building with Senators to identify areas of interest and strategic priorities. RRHA provides updates to Senator Jennifer McClellan on Creighton Court Redevelopment/Revitalization and resident engagement.
- In Progress – Increase meetings and relationship-building with Congressional representatives to identify areas of interest and strategic priorities.
- In Progress – Increase meetings and relationship-building with philanthropic partners to identify areas of interest and strategic priorities.

Identify and engage stakeholders in our future communities.

- Implement stakeholder engagement plan for the East End, Creighton, Armstrong, Mosby, Gilpin, Fairfield, Hillside and Whitcomb, Jackson Ward and North Jackson Ward.
- Collaborate with Master Developer of Highland Grove to implement the stakeholder engagement plan for the community. There has been engagement as it relates to the East End in terms of Creighton and Armstrong. As we go through our redevelopment efforts and the transformation of our properties, we are continually updating our stakeholder engagement plan so that we will have a written document that can be used as a template moving forward.

Build relationships with media to share our successes.

- Develop a communications plan reflecting our strategic priorities. RRHA's Communications and Public Relations Office created a comprehensive communications plan on October 26, 2020; it is an ongoing, working plan. Adjustments are made as necessary concerning outreach efforts and the introduction of new technology.
- Find resources to expand our brand impact.- Planned.
- Invest in media training for key staff in the organization and develop subject matter experts. Planned for FY 2022.
- Create proactive positive stories. RRHA's Communications and Public Relations office takes every opportunity to create public stories about RRHA families who have achieved success in their lives. Several of these are currently featured on RRHA's website. In addition, these stories are posted on RRHA's social media platforms and are also included in the quarterly RRHA VIBE Resident Newsletter.

Action Item: Staff should check to see if it is possible to post our resident newsletters in The Free Press on a quarterly basis.

Improve customer service relationships with all stakeholders.

- Review and implement improvements to current customer contact systems (telephones, website, email, social media, and databases). – In Progress.
- Develop a customer service escalation plan. – Will be updated.

- Measure customer service satisfaction and develop a plan for improvement and advancement – In Progress.

Conduct and Innovative and Collaborative Work Organizational Culture.

- Increase Board knowledge and engagement.
 - Completed – In 2020 Quadel through HUD Technical Assistance developed three modules specific RRHA training to accompany HUD training for Commissioners on-boarding that was delivered in 2021; an all-day RRHA Specific Orientation for new and existing commissioners was presented in 2020; as well as a six hour Real Estate retreat in 2021.
 - Ongoing – Commissioners are encouraged to participate in HUD, NAHRO and PHADA training at their request and in 2021, the Governance Committee Chair will be training on Roberts Rules of Order.
 - Identify 12 key areas of financial and operational literacy and provide 10-15 minute trainings at Board meeting to increase financial awareness and understanding among Board members. Ask the Board for input on prioritization. Appoint one Board designee to attend each industry training.
 - Require mandatory completion of HUD board training for all existing and future Board members.

Develop a robust talent management plan to execute the strategic plan.

- Stabilize Human Resources operations – Completed. An exhaustive 3rd Party Assessment of the HR Department; a HR Director was hired in 2017 and a Human Resources Generalist was hired in 2019. In 2017, RRHA issued an RFP to obtain a new fully integrated HRIS system. ADP was selected and configuration of their Workforce Now product for RRHA began in 2018. The two members of the HR team were retained to ensure a successful transition to a new HR IT platform. In 2020 all members became certified HR professionals with the Director having both the SHRM and HRCI Senior level certifications, the Senior Administrator obtaining the PHR, and the HR Generalist obtaining the CP.
- Update the current performance management system. In process – In 2018, the Probationary Hire Process was revised to include additional reviews throughout the review period. In 2020, configuration for a performance management tool through ADP began however it was determined the current functionality of the ADP process was cumbersome and not user friendly so a simplified process was developed and being rolled out in 2021.
- Develop professional development plans for business units and individual employees. Each Business Unit developed plans for their teams through the annual budget process; with examples of prior years' goals including:
 - 2019 Maintenance Supervision Certifications program offer to Maintenance supervisors.

- Obtaining IREM/ARM Certification for Property Managers.
 - Obtaining SHRM and HRCI Certifications for Program Specific training for Accountants based on the RRHA programs they support.
 - 2020 HTVN Learning Management System containing industry and functional area training as well as industry certifications and was reintroduced for all employees and will be leveraged for employee development.
 - Compliance training such as safety.
 - RRHA is currently working with VCU to develop training for new managers as well a cohort development group for high potential and executive level leaders.
- o Develop recruitment, retention, and succession plans for all business units.
 - Through the budget process recruitment and retention plans are developed.
 - 2019 - A human capital plan was created for the employees of the small family and senior communities impacted by RAD in 2019.
 - 2020 - the framework for a succession plan was developed and introduced and will be fully implemented in 2021.
 - Incorporate the strategic plan into employee annual work plans.
 - Explore iEmployee options for employee communication. Effective March 2019, RRHA has adopted the ADP Workforce Now Time and Attendance System.
 - Human Resources Department began implementing the full ADP Workforce Now Product that included payroll processing, time and attendance management, internal and external recruitment sites, virtual personnel files through document storage, employee self-service, home page for communication vital information to employees, payment of garnishments and liens by ADP, employee discounts, benefits administration, and the addition of a Mobile App.
 - Revive employee communications mechanism. 2017 Weekly Employee Newsletter was developed which has been replaced with a monthly communication, RRHA Employee Vibe.

Build a customer- service culture that thrives on transparency, inclusivity, trust, and excellence to achieve success.

- o Develop and implement an agency-wide customer service plan to improve skills.

RRHA is currently and will continue to undertake strategies to re-imagine its business model, create automated procedures, and streamline processes. These efforts have included the implementation of the following:

- o Transitioned RRHA's network infrastructure to a hybrid model. We have reduced the number of servers on premise from over 50 to only 4. The remaining servers were decommissioned or moved to our private Cloud.

- Distributed over 100 laptops to staff so they could work virtually during the pandemic.
- Rent Café - The ability to conduct virtual annual and interim recertifications, submit maintenance requests, check ledgers, inspection schedules and results, make rent payments and check application statuses.
- DocuSign – Secure method to sign and route documents electronically.
- Call Center – Staff persons available to answer questions related to all customer inquiries.
- Text Messaging (coming soon) - the ability to send corporate-wide text messages, property specific text messages and individual text messages to residents, applicants, landlords and employees.
- Document Management System (coming soon) – system used to receive, track, manage and store documents and reduce paper.
- Kiosks (coming soon) – Self-serving and free-standing unit ideal for resident and applicant services. The kiosk will house RRHA’s website, applicant, resident and landlord portals, resident service options, and social service agencies for the use of completing annual recertifications.
- Vendor Café (coming soon) – A portal utilized by RRHA vendors in an effort to streamline the purchase order process.
- Utility Assistance Payment Card – A Visa debit card issued to resident to aid in utility reimbursement payments that will replace check issuances.

Measure Agency Success.

- Develop measurements to gauge success in all departments in order to create a High Performing culture.
 - Revise former key performance indicators for each department to achieve a High Performing scorecard.
 - Measure key performance indicators monthly and communicate results to the staff and Board.
 - Set annual goals for key performance indicator improvements.
- Develop a plan with annual benchmarks to achieve HUD designation Move to Work accreditation by 2024.
 - Identify strengths and weaknesses and develop an annual plan to improve PHAS score.
 - Identify strengths and weaknesses and develop an annual plan to improve SEMAP score. RRHA has implemented effective Quality Control processes that have resulted in Self-Certification as a High Performing agency for the last three reporting periods.
 - Identify strengths and weaknesses and develop an annual plan to improve redevelopment/capital fund score.

Develop a Comprehensive Communications and Marketing Plan.

- Expand four focus areas: Finance and Administration; Products and Services; Clients and Stakeholders; and Employees.
- Develop measurable SMART goals for qualitative measuring performance. RRHA Communications and Public Relations Office conducted a Resident Communications Survey in November 2020 and are utilizing the results to improve and enhance our communications efforts and outreach to RRHA families.
- Perform Social Media situational analysis. Complete and ongoing.
- Identify market Segmentation.
- Develop and implement psychographic analysis. RRHA's Communications and PR Office currently uses geo-fencing to target specific communities within our service area. These include RRHA families, partners, and stakeholders.
- Engage meaningful and relevant subject matter of the RRHA initiatives.
- Develop targeted communication channels. Complete and ongoing. RRHA's Communications and PR Office utilizes a variety of target communications channels. These include a vibrant, user friendly website, the following social media platforms – Facebook, Twitter, LinkedIn and Instagram)
- Develop pre-scripted draft press releases for major upcoming events/announcements/incidents by department. Ongoing.

Capital Fund Program 5-Year Action Plan**Additional Submission Requirements**

- The PHA must reference the most recent HUD approved Capital Fund 5-Year Action Plan. The 2020-24 Annual Plan was approved in November 2020.
- RRHA's Capital Grant Award for 2021 was \$12,050,634. This represents an increase of 139,000 or 3.78% of the 2020 Capital Grant Award of \$11,611,493.
- When we develop our 5 Year Action Plan, we consider RRHA's strategic plan which describes the mission of the Housing Authority and the goals and objectives for achieving its mission over a five-year period.
- We also consider the Capital Fund Plan, which provides details regarding the anticipated capital expenditures over the years, as well as currently funded activities.
- This plan focuses on priorities that were established by the Capital Grants Committee, which are Health and Safety, Redevelopment, Code Compliance, Quality of Life, and REAC Deficiencies.
- We ensure that it is in alignment with the City of Richmond Consolidated Plan and the City's priorities.
- We consider comments from the Resident Advisory Board.
- We consider comments from the Richmond Tenants Organization (RTO) regarding neighborhoods and building structure capital improvement needs.

The 5 Year Action Plan Summary

- We will be spending over \$12 million over the next 5 years at RRHA's Big 6 sites.
- Some of the projects that have been completed in 2021 include:
 - Roofing replacement in Gilpin, Hillside, Mosby and Whitcomb.
 - Exterior repairs and replacements (sidewalks, stairwells, etc.) in Fairfield, Fox Manor, Gilpin, Hillside and Mosby.
 - Bathroom and kitchen repairs in Fairfield, Fourth Avenue, Gilpin, Hillside, Mosby, Stonewall and Whitcomb.
 - External electrical repairs at Mosby and Whitcomb.
 - Major renovations and interior repairs and replacement (doors, windows, floors, etc.) at Fairfield, Hillside, Stonewall, and Whitcomb.
- Capital projects that were completed in 2020-2021.
 - Addressed emergency, mechanical and plumbing issues, including domestic hot water, and boiler replacement and sanitary lines.
- Capital projects currently in progress using 2018 grant years.
 - Relocation: Creighton.
 - Sidewalk repairs and replacements: Gilpin, Hillside and Mosby.
- Capital projects currently in progress using 2018 and 2019 grant years.
 - Bathroom renovations (new toilets, cabinets, and vanities): Fairfield, Gilpin, Mosby, Stonewall and Whitcomb.
 - Bypass piping: Gilpin.
 - Fire renovations: Fairfield and Whitcomb.
 - HVAC repairs and replacements: Creighton, Fairfield, Gilpin, Hillside, Mosby, Stonewall and Whitcomb.
 - Sewer and water line repairs and replacements: Creighton, Fulton, Gilpin, Hillside and Whitcomb.
- Capital projects currently in progress using 2019 grant years.
 - 2020-2024 CFG ERR Assessment: Creighton, Fairfield, Fay Amp, Gilpin Hillside, Mosby and Whitcomb.
 - Boiler and DHWT repairs and replacements: Gilpin Hillside and Whitcomb.
 - Ceiling repairs and replacements: Whitcomb.
 - Electrical repairs: Gilpin and Whitcomb.
 - PC upgrades: Creighton, Gilpin and Whitcomb.
 - Sanitary drain line repairs and replacements: Creighton, Fourth Avenue, Gilpin, Hillside and Whitcomb.
 - Site lighting: Gilpin.
- Capital projects currently in progress using 2020 grant years.
 - Administrative building renovations (planning): Gilpin.
 - Green space/landscaping: Whitcomb.
- Proposed Capital Fund projects for 2021-2025 grant years.

Physical improvements.

- Administrative buildings and Central Office mechanical improvements.
- Administrative building repairs.
- Calhoun Center renovation.
- Continued Planned Inventory Removal/Section 18 of Creighton.
- Continued bathroom and kitchen repairs at Fairfield, Gilpin, Hillside, Mosby and Whitcomb.
- Door replacements at Fairfield, Gilpin, and Mosby.
- Floor replacement and Gilpin.
- Window replacement at Gilpin, Mosby and Whitcomb.
- Interior lighting and electrical infrastructure upgrades at Mosby and Whitcomb.
- Lead abatement at Whitcomb.
- Continued work on replacing chiller(s) at Creighton.
- Continued work on repairing and/or replacing boilers, heating and cooling equipment at Creighton, Fairfield, Mosby and Whitcomb.
- Continued work on replacing roofing at Gilpin.
- Replace playground equipment, mulch and landscape at Fairfield.
- Repair and replace sanitary drain lines at Creighton, Fairfield, Gilpin, Mosby and Hillside.
- Foundation repairs at Mosby.
- Site lighting improvements at Creighton, Fairfield and Hillside.
- Replace underground heat lines at Fairfield.
- Repair sidewalks and retaining walls at Creighton.
- Continued vacancy turns/modernization at Big Six.

Upcoming Dates

- o May 6, 2021 - Virtual draft plan presentation to the communities (12 noon and 5:30 p.m.)
- o May 17 – July 2, 2021 - Public review/comment period (minimum 45 days)
- o June 9, 2021 - Virtual public meetings (12 noon and 5:30 p.m.)
- o June 16, 2021 - Presentation to Board of Commissioners for approval
- o July 16, 2021 - Submit plan to HUD.

Adjournment**1 Motion: (Gooden/Johnson) Move to adjourn**

There being no further business, the meeting adjourned at approximately 7:57 p.m.


Interim Chief Executive Officer/Secretary



Acting Chairman