

MINUTES OF THE BOARD OF COMMISSIONERS' OF
RICHMOND REDEVELOPMENT AND HOUSING AUTHORITY
5-YEAR STRATEGIC PLAN RETREAT
HELD AT VIRGINIA UNION UNIVERSITY LIVING AND LEARNING CENTER
1500 NORTH LOMBARDY STREET, CONFERENCE ROOM 3
IN RICHMOND, VIRGINIA
SATURDAY, FEBRUARY 7, 2026, AT 8:15 A.M.

Board of Commissioners

In Attendance

Eddie Jackson, Jr., Chair
Harold Parker, Vice Chair
Kyle Elliott
Barrett Hardiman
W. R. "Bill" Johnson - *attended virtually due to medical reasons that prevented physical attendance pursuant to Virginia Code §2.2-3708.3(B).*
Gregory Lewis
Charlene Pitchford

Commissioners Absent

Dyanne Broidy
Marika McCray

Staff In Attendance

Steven Nesmith, Chief Executive Officer
Michael Kelly, Chief Operating Officer - virtual
Patrick Baisi, Associate Counsel
Sieglinde Chambliss, Senior Advisor to the CEO
Kim Cole, Chief of Staff
Nicole Douglas, Senior Project Manager
Sherrill Hampton, Senior Vice President of Real Estate and Community Development
Ofelia Solomon, Real Estate Specialist
Carter Walker, Senior Project Manager

Counsel

Gerald Carter, Harrell & Chambliss, LLP
George Martin, McGuire Woods

Guests

L. Douglas Wilder, Former Governor
Sharon Ebert, City of Richmond

Call To Order

Counsel Gerald Carter called the meeting to order at 8:35 a.m. A quorum was established. Commissioner Johnson's attended virtually due to medical reasons that prevented physical attendance pursuant to Virginia Code §2.2-3708.3(B).

Welcome and Purpose

Chair Eddie Jackson, Jr. opened the retreat by welcoming all attendees and expressing appreciation to the partners supporting the 5-Year Strategic Plan Retreat. He thanked Virginia Union University for graciously hosting the retreat, acknowledged keynote speaker L. Douglas Wilder, former Governor of Virginia and Sharon Ebert, the City's Chief Administrative Officer and recognized the many partners who contribute to RRHA's mission.

He encouraged participants to feel comfortable and engaged, noting that the retreat represented an important opportunity for collective focus and collaboration. He emphasized the importance of charting the Authority's future, taking inventory of its resources, and focusing on the needs of the community. He urged the Commissioners to approach the day with open minds, to set aside preconceived notions, and to engage fully with the information and data prepared by staff. He noted the significant work that had gone into assembling the materials and encouraged thoughtful questions and progressive ideas as the Board works together to shape the path forward.

Introduction of Keynote Speaker

CEO Steven Nesmith introduced former Governor Wilder by recalling their first meeting and the lasting impact of Wilder's advice to "never be afraid to be different." He highlighted his historic political achievements and his leadership, including Virginia being ranked the best-managed state during his tenure.

Keynote Address

Governor Wilder emphasized the importance of pursuing meaningful change, reflecting on the challenges he has faced over the years, and underscored the need to continue fighting for quality housing and a better future for residents. He spoke about the responsibility of elected officials to honor their commitments and encouraged everyone to continue striving beyond what is merely good, aiming instead for better and ultimately the best. He closed by thanking the group for the opportunity to speak at the retreat.

City Initiatives in Affordable Housing Development – Sharon Ebert

Sharon Ebert, Chief Administrative Officer of the City of Richmond provided comments on the City Initiatives in Affordable Housing. She stated that Mayor Avula has made affordable housing one of his top priorities for his first term, focusing on securing more reliable funding. A major part of this agenda is preventing displacement, whether caused by rising rents, increasing property taxes, or redevelopment pressures, and ensuring that public housing residents are not forced out as transformation efforts move forward. His administration emphasizes providing the services and support residents need to remain in their homes and communities. Together, these priorities underscore the city's commitment to stabilizing communities, protecting residents, and rebuilding public housing in a way that centers the people who live there

Review of the 5-Year Strategic Plan

Chief Operating Officer Mike Kelly provided an update on RRHA's Strategic Plan, explaining that it is designed to give the agency a clear, long-term direction by setting priorities, aligning teams, and focusing limited resources so RRHA can move forward with a unified vision. The plan is organized around four major goals: supporting resident self-sufficiency and promote resident empowerment, revitalizing RRHA's housing portfolio with community support, strengthening affordable housing operations, and improving financial and administrative support

operations. A follow-up retreat will be held in approximately 90 days to review proposed changes and recommendations in greater detail before the plan is brought forward for full board approval.

HUD Redevelopment Universal Principles & Applicability to the Big-Six

Senior Vice President Sherrill Hampton explained that the core principles guide how RRHA moves its work forward and shape its overall approach to redevelopment. These principles form the foundation for planning, decision-making, and implementation across all projects. She noted that RRHA's core redevelopment principles emphasize that resident involvement and empowerment are central to every decision, with residents' voices guiding planning and implementation. The Authority's commitment to mixed-income communities help create stronger, more cohesive neighborhoods by bringing together households with different income levels. To prevent displacement, RRHA upholds one-for-one replacement, ensuring that any unit removed through redevelopment is matched by an affordable unit either onsite or offsite. RRHA also recognizes that community and economic development are inseparable from housing. A commitment to sustainable and green design guides redevelopment to reduce utility burdens on residents and promote energy-efficient, accessible, and environmentally responsible construction. She also stressed that fair housing and equity remain essential responsibilities for RRHA, and that HUD's rules on accessibility, sustainability, and nondiscrimination continue to guide all development work to ensure compliance with federal standards.

Jeff Lines with TAG Associates added that these principles are also being shaped to strengthen RRHA's structural and operational position, ensuring the agency is an active partner in redevelopment and able to generate unrestricted revenue to support resident self-sufficiency. He emphasized the importance of ensuring that development activities are collaborative and that RRHA is positioned to be a direct participant in the redevelopment and development of public, affordable, and assisted housing. Whether the work involves redevelopment or build-first strategies, the goal is always to achieve the outcome that is in RRHA's best interest. He also stressed that generating unrestricted dollars is essential, as these funds can be reinvested into resident self-sufficiency efforts. An analysis has shown that RRHA must change how it approaches development and operations to remain financially stable.

Asset Repositioning of Public Housing and Impacts Review of Gilpin, Mosby, Creighton, Fairfield, Hillside and Whitcomb

Jeff Lines explained that RRHA is working to reposition and right-size its larger distressed developments so it can better meet the community's current needs while staying within legal and regulatory limits. As part of this shift, some properties are moving away from the traditional public-housing subsidy model and transitioning to new subsidy platforms and rent structures. TAG Associates has spent months analyzing RRHA's overall financial position. This work included reviewing redevelopment scenarios, operating income, and changes in operating subsidies to understand how these factors will affect the agency's long-term stability.

John May with TAG Associates presented the financial models and projected funding scenarios that outline how RRHA can move forward with redevelopment of the first three communities (Creighton, Mosby and Gilpin) in the Big 6 portfolio. He explained that they did an asset repositioning analysis on these three properties. These properties are being transitioned from being traditional conventional public housing properties under the public housing subsidy platform to different subsidy platforms and rent structures.

Closed Session

At 1:10 p.m., Gerald Carter, Counsel asked to go into Closed Session and read the following motions:

I move that we go into closed meeting to consult with legal counsel regarding legal matters requiring the provision of legal advice; specifically, matters related to the disposition of publicly held real property and bond financing strategies as permitted by Section 2.2-3711(A)(8) of the Virginia Freedom of Information Act.

I move that we go into closed meeting to discuss the disposition of publicly held real property in the City of Richmond where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of RRHA as permitted by Section 2.2-3711(A)(3) of the Virginia Freedom of Information Act.

Motion: (Parker/Hardiman) Move to go into Closed Session.

Motion Carried Unanimously

Absent: Broidy, Johnson, McCray

At 2:00 p.m., the Board of Commissioners came out of Closed Session.

Motion: (Elliott/Pitchford) Move to come out of Closed Session.

Motion Carried Unanimously

Absent: Broidy, Johnson, McCray

CERTIFICATION OF CLOSED MEETING

WHEREAS, the Board of Commissioners of the Richmond Redevelopment and Housing Authority (the "Board") convened a closed meeting on this date pursuant to an affirmative recorded vote and in accordance with the provisions of the Virginia Freedom of Information Act.

WHEREAS, Section 2.2-3712(D) of the Code of Virginia of 1950, as amended requires a certification by the Board that such closed meeting was conducted in conformity with Virginia law.

NOW, THEREFORE, BE IT RESOLVED that the Board hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed meeting to which this

certification resolution applies and (ii) only such public business matters as were identified in the motion convening the closed meeting were heard, discussed or considered by the Board.

Closed Session

At 2:12 p.m., Gerald Carter, Counsel asked to go into Closed Session and read the following motions:

I move that we go into closed meeting to discuss the disposition of publicly held real property in the City of Richmond where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of RRHA as permitted by Section 2.2-3711(A)(3) of the Virginia Freedom of Information Act.

I move that we go into closed meeting to consult with legal counsel regarding legal matters requiring the provision of legal advice; specifically, matters related to the disposition of publicly held real property and bond financing strategies as permitted by Section 2.2-3711(A)(8) of the Virginia Freedom of Information Act.

Motion: (Parker/Elliott) Move to go into Closed Session.

Motion Carried Unanimously

Absent: Broidy, McCray

At 4:21 p.m., the Board of Commissioners came out of Closed Session.

Motion: (Elliott/Hardiman) Move to come out of Closed Session.

Motion Carried Unanimously

Absent: Broidy, McCray

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Wrap-Up

Chief of Staff Kim Cole asked the board to reflect on the information presented and identify strengths and weaknesses. Chair Jackson highlighted strong team cohesion, the value of TAG's involvement, and the positive partnership with the city. Commissioner Pitchford emphasized concerns about communication and the need for clearer messaging.

Ms. Kim Cole explained that the new meeting schedule is being put in place to improve planning and transparency, with materials being shared earlier and meetings shifting to the last week of each month starting in this month.

Chair Jackson closed by commending the team for a successful day, encouraging continued progress, and expressing confidence in RRHA's future.

Adjournment

There being no further business, the meeting adjourned at 4:43 p.m.



Chief Executive Officer/Secretary



Chair