

MINUTES OF THE BOARD OF COMMISSIONERS' OF
 RICHMOND REDEVELOPMENT AND HOUSING AUTHORITY
 5-YEAR STRATEGIC PLAN RETREAT – PART 2
 HELD AT VIRGINIA UNION UNIVERSITY LIVING AND LEARNING CENTER
 1500 NORTH LOMBARDY STREET, CONFERENCE ROOM 3
 IN RICHMOND, VIRGINIA
 SATURDAY, MAY 16, 2026, AT 8:37 A.M.

Board of Commissioners

In Attendance

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

Commissioners Absent

Barrett Hardiman
 Gregory Lewis

Staff In Attendance

Steven Nesmith, Chief Executive Officer
 Michael Kelly, Chief Operating Officer - virtual
 Patrick Baisi, Associate Counsel
 Jessica Clarke, Vice President of Human Resources
 Kim Cole, Chief of Staff
 Sherrill Hampton, Senior Vice President of Real Estate and Community Development
 Don Mullins, Vice President of Capital Projects
 Colene Orsini, Vice President of Procurement and Contract Administration
 David Reka, Senior Vice President and Chief Financial Officer
 Ralph Stuckey, Vice President of Resident Services
 Calandra Trotter, Assistant Vice President for Housing Compliance
 Charles William, Vice President of Public Housing

Other Guests

Jeff Lines, TAG Associates
 Ben Walker TAG Associates

Call To Order

The meeting began at 8:37 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 Opening Remarks

Chief Executive Officer Steven Nesmith opened the retreat at 8:37 a.m., thanking staff for their preparation and emphasizing that the purpose of the session is to refine the Board's vision and strategic goals for RRHA's 5-Year Strategic Plan. Vice Chair Harold Parker, Jr. welcomed participants and encouraged collaboration, focus, and full engagement throughout the retreat.

“Morning Coffee” with Jess

Vice President of Human Resources, Jessica Clarke led a brief wellness and team-building exercise designed to help participants relax, refocus, and begin the day with a positive mindset.

Board Vision & Strategic Priorities Discussion

Chair Eddie Jackson, Jr. noted that RRHA is at a pivotal moment and stressed the importance of unity, constructive dialogue, and building on the progress already made. The discussion focused on strengthening RRHA’s leadership in affordable housing, expanding resident opportunity and economic mobility, improving transparency and public trust, enhancing governance, and building stronger partnerships. The need for safe communities, improved communication, and clearer public understanding of RRHA’s mission and work was also emphasized.

Long-Term Direction. *What should RRHA be known for 5 years from now?*

- Vice Chair Parker expressed concern about how this board’s work will be remembered, asking what legacy we will leave behind. He emphasized the importance of ensuring that our efforts are positive, meaningful, and truly impactful for our communities. He added that we must work together, remain proactive, and strive to be the kind of leaders who drive real, lasting change.
- Chair Jackson stated that in five years, he wants RRHA to be recognized as a key partner in addressing Richmond’s affordable housing crisis. He noted that the agency is being called upon to help create more affordable homes, expand financing tools, and support development across the city. His hope is that RRHA’s continued growth will position the organization as a meaningful, respected contributor to solving this crisis
- Commissioner Kyle Elliott stated that he wants RRHA to be known as a stable, secure organization, one that has made real progress in rebuilding the Big Six and creating public housing that is safe and secure for our residents. He emphasized that this is the organization’s top priority. He added that he also wants RRHA to be recognized as a strong partner across the city and region - trusted by stakeholders, developers, and financial institutions – and seen as a leader in transforming and developing safe, high-quality housing.
- Commissioner Charlene Pitchford emphasized that residents are asking for trust and stability. They are tired of meetings that lead nowhere; they want to be heard. Her hope is that this Board will focus on real issues, use strategic and people-centered planning, and consider how every decision affect both staff and residents. She noted that when staff leave, their knowledge shouldn’t disappear with them. Systems must be put in place so the next person can step in and succeed. She urged the Board to remain united, stay true to its mission, value its city partners, and work toward becoming a model that others look to.
- CEO Nesmith stated that in five years, he hopes that RRHA is fully leveraging its 501(c)(3) nonprofit, the Richmond Development Corporation. He noted that other

housing authorities in Virginia and across the country are already doing this, and as RRHA transition away from the traditional public housing model, it must do the same.

- Commissioner “Bill” Johnson stated that he wants to ensure that RRHA remains physically sound as an organization and that it continues to provide housing to residents as effectively as possible.
- Senior Vice President and Chief Financial Officer David Rekas stated that we should strive to become a leader in transforming public housing so that other agencies will look to us for guidance as they undertake similar work.
- Vice President of Resident Services Ralph Stuckey stated that RRHA must position itself as an innovator within the industry.

Strategic Priorities. *Which of these goals feel most important to RRHA’s future direction and success?*

- The Board agreed that the most important goal to RRHA’s future direction and success is Goal 3: Transparency, Accountability & Public Trust.

Are there additional priorities or themes the Board believes should help shape RRHA’s direction over the next five years?

- There is a need to focus on workforce development
- Financial stability needs to be maintained.
- Strong philanthropic relationships need to be developed.
- Need to make business decisions based on the environment; risk taking is involved.
- Need to implement new messaging strategies.

Context & Framing.

Jeff Lines explained that the previous retreat focused on research, education, and outlining the challenges of redeveloping the Big Six and repositioning RRHA’s entire portfolio. This retreat, however, is designed to promote discussion and create shared understanding and commitment around the board’s goals. The focus now is to refine those goals, make them more specific, and align them directly with the 5-Year Strategic Plan to guide how RRHA will move forward.

Review of Draft Agency Strategic Goals & Objectives

Goal 1 Session. Resident Empowerment and Self-Sufficiency. Empower residents to achieve economic mobility and long-term housing stability by connecting families to high-quality services, strengthening leadership opportunities, and expanding pathways to homeownership and other sustainable housing options. Vice President Stuckey emphasized empowering residents through economic mobility, strong services, leadership development, and pathways to homeownership. The discussion highlighted the need for open dialogue with residents, transparent communication, and removing barriers to self-sufficiency. RRHA’s long-term direction focuses on resident opportunity, redevelopment, organizational readiness, and rebuilding public trust. Participants stressed that RRHA must be seen as a leader in creating safe, sustainable communities. They also underscored the importance of strengthening internal

operations—staff training, compliance, procurement, finance, and technology—so the agency can carry out its goals. Overall, RRHA’s success depends on aligning redevelopment, resident services, communication, and internal systems into one coordinated strategy.”

Goal 2 Session. Repositioning and Redeveloping RRHA’s Big-Six and Senior Sites, better coordination with the City Council, the Mayor’s Administration and Housing Stakeholders. Reposition and revitalize RHA’s real estate portfolio to deliver high-quality, sustainable communities that expand opportunity and preserve affordability. Senior Vice President of Real Estate and Community Development Sherrill Hampton reported that RRHA aims to revitalize its portfolio to create high-quality, sustainable, and affordable communities, including modernizing senior sites and using repositioning strategies to meet long-term needs. Discussion emphasized using clear, plain language about redevelopment, improving coordination between redevelopment and capital projects, and ensuring financial sustainability. Board members also stressed resident safety, better communication, use of local contractors, and public understanding. Overall, RRHA’s re./development strategy must be clear, resident-focused, financially sound, and transparent

Goal 3. Deliver high-performing, resident-centered housing services. Deliver high-performing, resident-centered housing operations through accountability, technology, and continuous improvement. Chief Operating Officer Mike Kelly emphasized RRHA’s commitment to strengthening its resident-centered approach by improving accountability, expanding the use of technology, and driving continuous operational improvement. He highlighted efforts to provide more reliable services across both public housing and voucher programs. The discussion also underscored the importance of presenting redevelopment plans in a clear and accessible way, ensuring they align with resident needs, safety priorities, and long-term sustainability. Additional focus areas included enhancing public safety, capital planning, and compliance through more proactive, consistent, and measurable practices, supported by stronger staff training and clearer lines of accountability.

Goal 4. Strengthening Business Enterprises and Organizational Performance. Build a resilient, high-performing organization grounded in strong financial stewardship, effective and integrated systems and operations, an engaged workforce, and clear communication, supported by strong compliance and risk management practices. Chief of Staff Kim Cole reported on this item. The discussion highlighted efforts to strengthen RRHA’s internal operations through improved staff training, clearer communication, stronger financial oversight, and more effective systems. Speakers emphasized that these organizational improvements are critical to supporting redevelopment, resident services, and the agency’s long-term success.

Reflections & Priority Setting

The discussion centered on strengthening RRHA’s internal capacity by improving compliance, staff training, financial oversight, procurement, and communication. It was also

emphasized that clear processes, strong accountability, employee development, and timely coordination are essential to improving performance and advancing the agency's broader goals

Next Steps

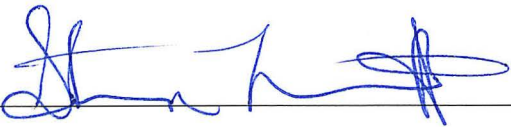
CEO Nesmith informed the Commissioners that staff will update the plan based on the feedback received and will continue gathering input from employees and residents. A revised draft of the Plan will be shared with the Board one week before the July 8, 2026 special board meeting for approval. We expect to begin implementing aspects of the plan by October 1, 2026 (the start of fiscal year 2027).

Closing Remarks

Vice Chair Parker expressed gratitude to staff, leadership, and fellow Commissioners for their work on the 5-Year Strategic Plan and acknowledged past and current board chairs for guiding RRHA through challenging periods. He emphasized teamwork, shared responsibility, and the importance of each commissioner actively contributing to RRHA's future success.

Adjournment

There being no further business, the meeting adjourned at 1:30 p.m.



Chief Executive Officer/Secretary



Chair