



Board of Commissioners' Strategic Planning Retreat (Part 2)

5-Year Strategic Plan
2027-2031

Virginia Union University
Living and Learning Center

May 16, 2026

Purpose: *To establish Board direction around RRHA's strategic priorities, desired outcomes, and long-term organizational focus to guide development of the 5-Year Strategic Plan.*

PRE-SESSION ARRIVAL & BREAKFAST (8:00–8:30 AM | 30 minutes)

WELCOME & OPENING REMARKS (8:30–8:45 AM | 15 minutes)

Steven Nesmith, CEO

Harold Parker, Vice Chair, RRHA Board of Commissioners

“MORNING COFFEE” WITH JESS (8:45–9:30 AM | 15 minutes)

BOARD VISION & STRATEGIC PRIORITIES DISCUSSION (9:30–9:45 AM | 45 minutes)

Eddie Jackson, Jr., Chair, RRHA Board of Commissioners

Facilitated discussion focused on RRHA's long-term direction, organizational priorities, and desired outcomes over the next five years. Using the Chair's proposed strategic pillars as a starting point, Board members will discuss areas of emphasis, additional priorities, and what success should look like for the organization moving forward, helping establish a strategic lens for the later review of the draft goals and objectives.

BREAK (9:45–10:00 AM | 15 minutes)

CONTEXT & FRAMING (10:00–10:15 AM | 15 minutes)

Leads: **Kimberley Cole, Chief of Staff/ Jeff Lines, President, TAG & Associates**

Key Themes & Takeaways from 1st Retreat (Kim)

Purpose and Focus of Discussion (Jeff)

REVIEW OF DRAFT AGENCY STRATEGIC GOALS & OBJECTIVES

*The strategic direction reflected in these goals is intended to **align with broader priorities identified in the Richmond 300 Plan and the Mayor's Action Plan**, including housing stability, economic opportunity, neighborhood investment, and self-sufficiency.*

Goal 1 Session

(10:15–10:55 AM | 40 minutes)

Lead: **Ralph Stuckey, Vice President**
Resident Services

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.

GOAL 2 Session

(10:55–11:35 AM | 40 minutes)

Lead: **Sherrill Hampton, Sr. Vice President**
Real Estate and Community Development

Repositioning and Redeveloping RRHA's Big-Six and Senior Sites Better Coordination with City Council, the Mayor's Administration and Housing Stakeholders

Reposition and revitalize RRHA's portfolio to deliver high-quality, sustainable communities that expand opportunity and preserve affordability, including modernization of senior sites and the use of repositioning strategies to address long-term physical and financial needs.

BREAK

(11:35–11:50 AM | 15 minutes)

GOAL 3 Session

(11:50AM–12:30 PM | 40 minutes)

Lead: **Michael Kelly, Chief Operating Officer**

Deliver high-performing, resident-centered housing services

Leading the agency toward furthering its resident-centered approach through accountability, technology, and continuous improvement, ensuring consistent, reliable service across public housing and Housing Choice Voucher programs.

GOAL 4 Session

(12:30 PM–1:10 PM | 40 minutes)

Lead: **Kimberley Cole**

Strengthening Business Enterprises and Organizational Performance

Build a resilient, high-performing organization grounded in strong financial stewardship and risk management, effective and integrated systems and operational practices, an engaged workforce, and clear, coordinated communication, supported by a proactive approach to compliance

LUNCH

(1:10–1:55 PM | 45 minutes)

REFLECTIONS & PRIORITY SETTING

Lead: **Jeff Lines**

(1:55–2:25 PM | 30 minutes)

NEXT STEPS

Lead: **Kimberley Cole**

(2:25–2:40 PM | 15 minutes)

CLOSING REMARKS

Lead: **Harold Parker**

(2:40–2:55PM | 15 minutes)



SPECIAL NOTES

IN- PERSON & VIRTUAL PARTICIPATION:

There will be no Citizens Comment Period at this meeting.

Members of the public may participate in this meeting in real-time (except during closed session) through either of the following methods:

- On any Internet-enabled device, navigate to <https://meet.goto.com/609564741> at the scheduled meeting time.
- On any telephone, dial 1 (646) 749-3122 at the scheduled meeting time and enter access code 609-564-741#. For audio pin, press #.