



RRHA Strategic Plan

2020 - 2024

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Introduction

Planning Team: The Roanoke Redevelopment and Housing Authority developed this strategic plan over five sessions between June 23rd and July 21st, 2020. The strategic planning team consisted of 9 from senior management, two Board members, a recorder, and facilitator. The following served on the team:

David Bustamante	Executive Director, Senior staff of the Planning Team
Betsy Crow	VP of Human Resources and Administration, Planning Team Coordinator
Frederick Gusler,	Director of Redevelopment and Revitalization, Planning Team Project Manager
Jackie Austin	Vice President of Finance
Joel Shank	Vice President of Operations
Evangeline Richie	Vice President of Housing
Erick Wood	Housing Choice Voucher Manager (through July 2)
Crystal Hall	Director of Community Support Services
Sylvia Williams	Site Manager
Drew Kepley	RRHA Board of Commissioners
Andy Anguiano	Chair, RRHA Board of Commissioners
Michelle Jackson	Recorder
Reed Kennedy	Facilitator

Process: The Balanced Scorecard approach was used to develop the strategic plan. The team revisited and reworked the agency's mission and vision statements to be more concise and memorable. These revised statements are on the following page. An external environmental assessment was conducted, noting the political, economic, socio-cultural, technological, ecological, and legal forces that will impact the organization either positively or negatively. Assessing the internal environment of the organization revealed high marks on external surveys and overall client satisfaction. The most important information from the external and internal assessments was used to develop a SWOT analysis, noting the agencies strengths, weaknesses, opportunities and threats. From the SOWT analysis, four strategic issues surfaced that needed to be addressed in the plan, that dealt with improving the diversity of housing options and the existing housing portfolio, enhancing resident life skill training, and related supportive services, and staff retention, training, development, and compensation.

Strategies were developed by the team that addressed the strategic issues, using the balanced scorecard philosophy of "balance" by developing strategies around the four categories of Customer, Financial, Internal Processes, and Staff Learning and Growth perspectives. Each strategy then had at least several Performance Objectives with targets that were measurable, to address how the strategies would be accomplished. Each performance objective then has a list of Initiatives or action steps, with names assigned, to provide accountability to the plan.

The performance objectives and their targets were placed on a Balanced Scorecard to facilitate monthly tracking of the accomplishments of the goals. The scorecard will keep the achievement of the strategic plan in front of all those involved, provide accountability, and communicate to the staff what the goals are and how they are being accomplished.

Strategies: A summary of the strategies developed by the team follows, grouped by their balanced scorecard category:

Customer Perspective

1. Improve our current housing portfolio and take opportunities to expand our housing portfolio when they become available through management and ownership opportunities that best meet the needs of our customers.
2. Improve staff cultural competencies, our understanding of our audience, increase training opportunities, improve communication and team development, and customer service skills.
3. Expand and enhance community partnerships and programs to provide essential services to promote resident self-sufficiency.

Financial Perspective

4. Identify additional revenue streams.
5. Improve operational efficiency.

Internal Processes

6. Develop more flexibility in operations, simplify processes wherever possible through enhanced communication tools and technology.

Staff Learning and Growth

7. Improve staff retention and employee satisfaction.

The strategic plan that follows develops each of these strategies with lower order performance objectives and initiatives. The monthly review of the balanced scorecard helps ensure the accomplishment of the plan.

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Mission Statement

The mission of RRHA is to take a leadership role in affordable housing, self-sufficiency programs, and support to build successful lives and inspire investment in individuals and communities.

Vision Statement

It is the vision of RRHA to become an innovative leader among public housing authorities.

Operating Values

- That public housing will be a desirable place to live
- That more can be done through meaningful partnerships
- That neighborhoods benefit from social and economic diversity
- That creativity and innovation lead to success
- That economic growth is essential for community prosperity
- That each employee has the power to make a meaningful contribution to the community that we serve
- That our residents, employees and stakeholders are treated equally and with respect in everything we do

External Assessment

Political Forces

- Presidential Election and Congressional Election
- Change in HUD leadership
- City Council Elections
- Enactment of legislation HB6
- State housing programs
- NIMBY (Not In My Backyard) activism

Economic Forces

- Job applicants – lacking qualified applicants
- Construction costs and labor
- Uncertain funding
- Residents inability to become self sufficient
- Funding contingent on performance designation

Socio-Cultural Forces

- Knowledgeable employees – hard to replace
- Job types, skilled labor, finding qualified people, changing careers more frequently
- Higher number of people in our area that are very low income
- Aging population and disabled – wheelchair accessible housing is needed

- Distance technology, less face to face time

Technological Forces

- Residents and employees struggle with technology
- Keeping our IT resources safe and functional and user friendly
- Availability of smart phones, documenting, possible impact on the way we have to do business
- Artificial intelligence will impact us in the future
- Videoconferencing is becoming more important and used more frequently
- Teleworking
- Video inspection of properties
- High demand to keep up with IT, we need to plan on having the resources to deal with those changes
- Internet and Broadband access and affordability
- The 'Digital Divide'

Ecological Forces

- Flood plain impacts on RRHA housing
- Climate change – heating and air conditioning costs
- Solar energy, energy usage in general

Legal Forces

- Upcoming immigration laws
- Taxes and fees
- Covid – 19 (late fees, rules)
- There is an eviction moratorium
- ADA – 504 units
- Health and safety laws – OSHA regulations
- Employment Law – staying current
- Procurement laws and requirements to follow

Internal Assessment

SEMAP Assessments

Strong scores, no actions required

PHAS Score Reports

Strong scores, no actions required

Community Stakeholders and Resident Surveys

A survey of community stakeholders and public housing residents was conducted in June 2020, with 32 responding, and a survey of the residents was conducted in June 2020, with 14 respondents. The following is a summary of the most important results:

- The community stakeholders would like to see RRHA take a more active role in Roanoke’s revitalization efforts
- There is an increasing demand for units with 4 – 5 bedrooms
- Residents would like to see upgrades of their existing units
- More units for the elderly and disabled are needed

Financial Trends

Appendix A provides an analysis of the financial trends from 2014 – 2019. No significant concerns were noted.

SWOT Analysis

Strengths

- Employees
- Financial Management
- Transparency
- Dedicated Board Members
- Service Minded Employees
- Relationships with community partners
- Housing options
- Condition of Housing
- Status with HUD, High Performer Designation
- Very positive working relationships with stakeholders
- Diversity

Weaknesses

- Limited non-federal funds
- Inability to leverage any funds
- Succession planning
- Progress delays on projects due to other agencies
- Lack of senior housing and disabled housing
- Expanding the diversity of housing options
- Employee turnover
- Management skills, lack of time for training
- Tax credit properties, difficult

Opportunities

- EnVision Center
- Competitive pay
- Conversions (properties) of existing housing and property development
- Tuition reimbursement for staff
- Expanding our charter to include surrounding municipalities
- Creative opportunities for expansion
- Promoting our agency and what we offer to the community
- Aftermath of COVID-19, funding opportunities, foreclosure properties

- Expanding Section 8 Homeownership
- Opportunities for case management for high rises for the elderly and disabled
- More 4 – 5-bedroom units
- Community Revitalization efforts and potential redevelopment opportunities

Threats

- Resistance from community members
- Negative image from history
- Federal budget
- 2020 Election
- Inflation
- General staffing issues as it relates to the economy
- Ability to expand contractor base
- Lack of developable land
- Financial issues with non-profit partners
- Inability to meet our in-kind thresholds to obtain grant funding
- Second wave of COVID-19
- Lack of funding for development
- Aging public housing stock
- Failure to deal with social injustice

Strategic Issues

1. Employee pay, advancement, training and recruitment as it relates to improved employee retention, interaction and agency performance.
2. Need for more diversity in housing options by expanding the availability of affordable housing throughout the city.
3. Improvements to the existing housing portfolio.
4. Employment opportunities, life skill training, and related supportive services to empower residents to become self-sufficient.

Strategies and Performance Objectives

Customer Strategies

1. Improve our current housing portfolio and take opportunities to expand our housing portfolio when they become available through management and ownership opportunities that best meet the needs of our customers.

Performance Objectives

- a. Evaluate and consider development and funding opportunities that will further RRHA's mission and maintain or improve its financial standing to be done at least once per quarter.

- b. Create a cost/benefit analysis by December 2021 of Morningside Manor to determine the best financial and operational structure to manage it within 25 years.
 - c. Use of capital funds to modify two public housing units per year to Section 504 standards.
 - d. Use of capital funds to complete one energy conserving project per year.
2. Improve staff cultural competencies, understand our audience better, training opportunities, improved communication and team development, and customer service skills.

Performance Objectives

- a. Provide two service trainings a year that address customer service and team development.
 - b. Provide one diversity training per year that focuses on cultural sensitivity.
 - c. Establish a mechanism for measuring employee engagement annually and responding in a timely fashion.
 - d. Offer at least two educational trainings a year that will help our staff understand resident issues.
3. Expand and enhance community partnerships and programs to provide essential services to promote resident self-sufficiency.

Performance Objectives

- a. Engage at least four new partners a year for the Envision Center initiative.
- b. Apply for the moving to work (MTW) NOFA that pertains to resident services and self-sufficiency within three months of the HUD notice.
- c. Increase our FSS enrollment by at least 10 percent each year.

Financial Strategies

4. Identify additional revenue streams.

Performance Objectives

- a. Explore other non-federal sources of revenue.
- b. Interview with at least two ownership entities for prospective property management opportunities.

5. Improve operational efficiency.

Performance Objectives

- a. Evaluate our inventory to develop long range options for each property including disposition, redevelopment and or modernization at least once per quarter.

Internal Processes Strategy

6. Develop more flexibility in operations, and simplify processes wherever possible through enhanced communication tools and technology.

Performance Objectives

- a. Research options for going paperless by implementing a document management system and simplifying the expense tracking system through WORKS by the second quarter of 2021.
- b. Automate our benefits open enrollment system for fiscal year 2022.
- c. Expand RRHA University for internal on-line training opportunities with initial plans by first quarter of 2021.
- d. Increase our Social Media presence and make improvements to our web page in order to promote the agency by December 2021.

Staff Learning and Growth

7. Improve staff retention and employee satisfaction.

Performance Objectives

- a. Establish position development plans for maintenance staff by the end of the first quarter 2021.
- b. Develop an onboarding and new hire mentoring program that encourages employee engagement by the end of September 2021.
- c. Enhance internal and external leadership program development.
- d. Develop a succession plan.
- e. Evaluate the current compensation system against the current market prior to the end of May 2021 for the 2022 budget year.
- f. Implement a 'listen to learn' brown bag lunch with the Executive Director once a quarter.
- g. Consider the feasibility of including an employee tuition reimbursement program in the 2022 budget.

Initiatives

Customer Perspective

Performance Objectives

- 1a. Evaluate and consider development and funding opportunities that will further RRHA's mission and maintain or improve its financial standing to be done at least once per quarter.

Initiatives

- Create a cost/benefit analysis of at least one property that is underperforming to determine the best financial and operational structure.
- Identify development opportunities in the City's HUD target area.

- Partner with the Roanoke Neighborhood Revitalization Partnership on at least one project in the City's HUD target area.

1b. Create a cost/benefit analysis by December 2021 of Morningside Manor to determine the best financial and operational structure to manage it within 25 years.

Initiatives

- Review expenses for the last three years
- Consider future capital expenditures
- Consider the ramifications of losing CAP funds for this development if converted to project based vouchers or other forms of subsidy
- Evaluation report

1c. Use of capital funds to modify two public housing units per year to Section 504 standards.

Initiatives

- This will coincide with our annual capital fund plan
- Work with A&E firms on the unit plans and design and the bidding process, working with contractors to get the work done

1d. Use of capital funds to complete one energy conserving project per year.

Initiatives

- This will coincide with our annual capital fund plan
- Work with A&E firms on the unit plans and design and the bidding process, working with contractors to get the work done

Performance Objectives

2a. Provide two service trainings a year that address customer service and team development.

Initiatives

- Develop a curriculum
- Select and schedule the actual training and presenters
- Conduct the event

2b. Provide one diversity training per year that focuses on cultural sensitivity.

Initiatives

- Develop a curriculum
- Select and schedule the actual training and presenters
- Conduct the event

2c. Establish a mechanism for measuring employee engagement annually and responding in a timely fashion.

Initiatives

- Evaluate available engagement tools
- Select engagement tools
- Plan distribution of engagement tools and report results

- Follow up on issues

2d. Offer at least two educational trainings a year that will help our staff understand resident issues.

Initiatives

- Develop a curriculum
- Select and schedule the actual training and presenters
- Conduct the event

Performance Objectives

3a. Engage at least four new partners a year for the Envision Center initiative.

Initiatives

- Conduct a gap analysis of the needs
- Develop a list of potential partners with established criteria
- Apply for a Vista volunteer to assist with partner engagement
- Contact potential partners
- Establish appropriate leasing costs and terms

3b. Apply for the moving to work (MTW) NOFA that pertains to resident services and self-sufficiency within three months of the HUD notice.

Initiatives

- Be aware of when the NOFA is released
- Develop answers to the RFP
- Submit the proposal to HUD
- Obtain the moving to work designation

3c. Increase our FSS enrollment by at least 10 percent each year.

Initiatives

- Increase communication between coordinators and housing staff
- Implement monthly FSS orientation
- Ensure the FSS coordinators are at voucher briefings
- Mandate FSS participation through the moving to work designation

Financial Perspective

Performance Objectives

4a. Explore other non-federal sources of revenue.

Initiatives

- Reach out to our stakeholders and multifamily property owners to seek potential management opportunities
- Seek out community funded grants

4b. Interview with at least two ownership entities for prospective property management opportunities.

Initiatives

- Reach out to our stakeholders and multifamily property owners to seek potential management opportunities
- Identify other potential ownership entities
- Market the RRHA as a management agency

- Train existing employees and hire new staff if the opportunities become available

Performance Objectives

5a. Evaluate our inventory to develop long range options for each property including disposition, redevelopment and or modernization at least once per quarter.

Initiatives

- Review expenses for the last three years
- Consider future capital expenditures
- Consider the ramifications of losing CAP funds for this development if converted to project based vouchers or other forms of subsidy
- Evaluation report

Internal Processes Perspective

Performance Objectives

6a. Research options for going paperless by implementing a document management system and simplifying the expense tracking system through WORKS by the second quarter of 2021.

Initiatives

- Identify companies that provide the service and get quotes to help us become a paperless organization, benchmark against other housing authorities who have gone paperless
- Identify what type of IT demands or software is needed for purchase to keep our data safe
- Learn the capabilities of the current WORKS system and transitioning to add the expense tracking component
- Select vendor and award contract

6b. Automate our benefits open enrollment system for fiscal year 2022.

Initiatives

- Turn on the benefits enrollments system in the HRMS or in the alternative reviewing outsourced options for benefits administration that include benefits enrollment
- Test system and rolling out to employees

6c. Expand RRHA University for internal on-line training opportunities with initial plans by first quarter of 2021.

Initiatives

- Complete a training needs analysis
- Identify subject matter experts
- Train subject matter experts on curriculum design in RRHA University
- Design curriculum, pilot, and implement training plan

6d. Increase our Social Media presence and make improvements to our web page in order to promote the agency by December 2021.

Initiatives

- Hire a marketing PR and Social Media employee – Betsy/David

Staff Learning and Growth Perspective

Performance Objectives

7a. Establish position development plans for maintenance staff by the end of the first quarter 2021.

Initiatives

- Complete a training needs analysis
- Identify subject matter experts
- Design development plan with time frames for completion
- Implement development plan

7b. Develop an onboarding and new hire mentoring program that encourages employee engagement by end of September 2021.

Initiatives

- Establish an employee committee
- Benchmark successful onboarding and mentoring programs
- Design the onboarding and mentoring programs, identify and train mentors
- Implement onboarding and mentoring program

7c. Enhance internal and external leadership program development.

Initiatives

- Complete a training needs analysis
- Identify subject matter experts
- Design internal content and identify external opportunities
- Implement a training plan

7d. Develop a succession plan.

Initiatives

- Identify key areas and positions
- Identify capabilities for key areas and positions
- Identify interested employees and assess them against the capabilities
- Develop and implement succession and knowledge transfer plans
- Evaluate effectiveness

7e. Evaluate current compensation system against current market prior to the end of May 2021 for the 2022 budget year.

Initiatives

- Look at possible vendors to review and implement a compensation system
- Revise job descriptions and analyze agency structure
- Find benchmark jobs
- Review market data
- Revise and implement new compensation system

7f. Implement *listen to learn* brown bag lunch with the Executive Director once a quarter.

Initiatives

- Randomly select employees or have them submit their names for who wants to participate per quarter
- Hold the event
- Act on the issues that are presented

7g. Consider the feasibility of including an employee tuition reimbursement program in the 2022 budget.

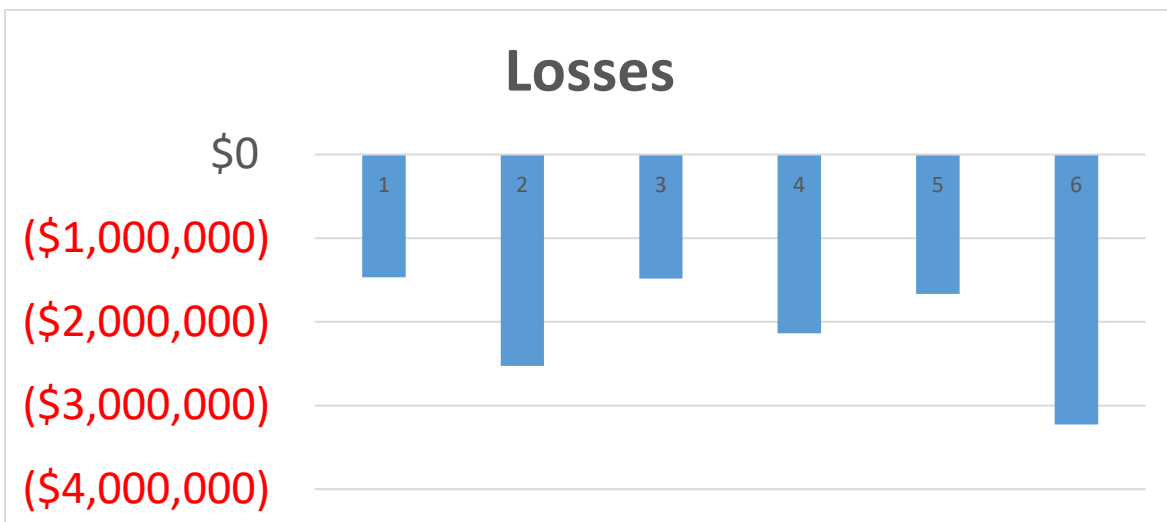
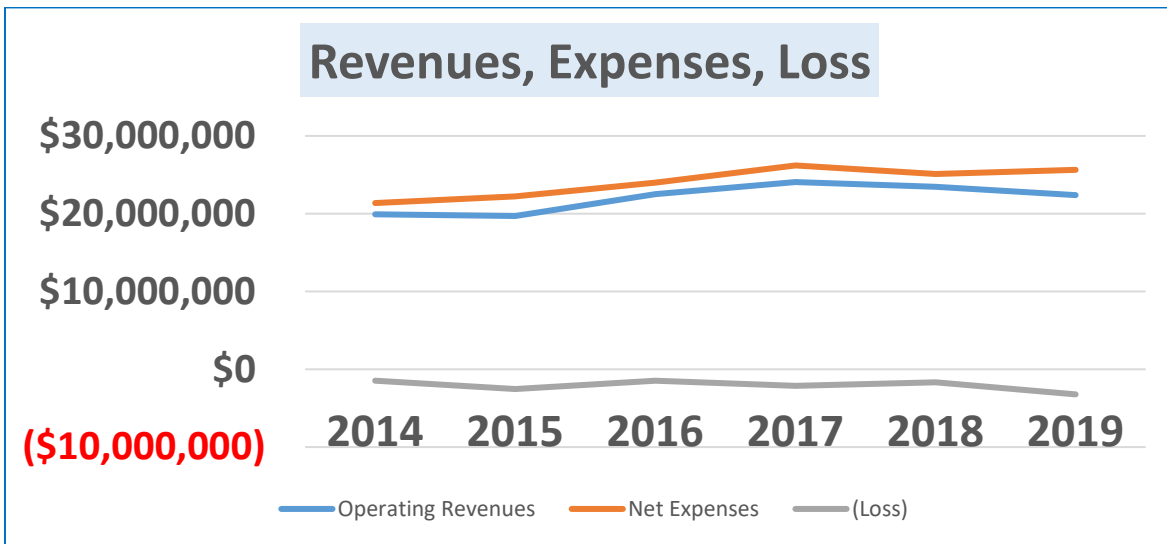
Initiatives

- Survey employees to find out what educational classes are of interest
- Contact neighboring housing authorities to see the type of reimbursement programs they have in place
- Reach out to neighboring educational institutions
- Report cost benefit analysis

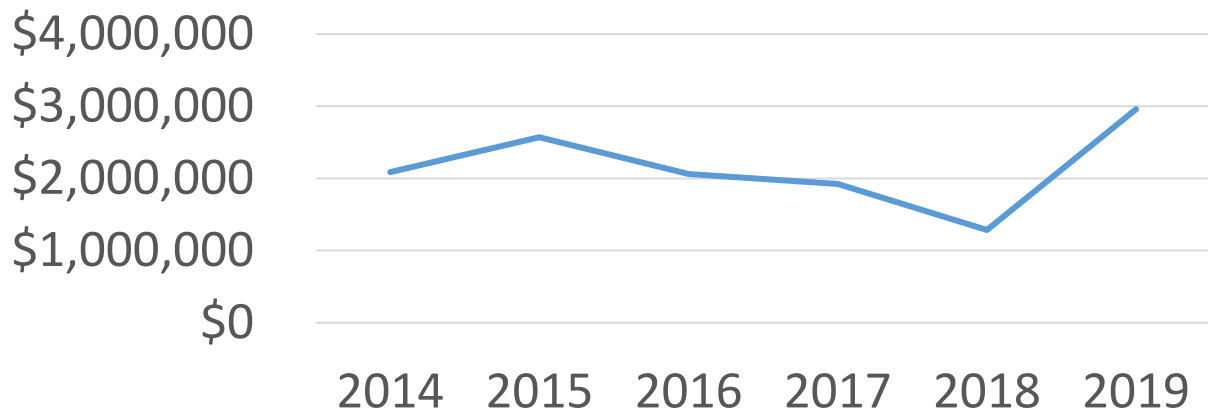
APPENDIX A Financial Trends 2014 – 2019

Revenues, Expenses, Loss

	2014	2015	2016	2017	2018	2019
Operating Revenues	\$19,902,801	\$19,704,133	\$22,495,903	\$24,067,266	\$23,445,478	\$22,392,145
Net Expenses	\$21,370,509	\$22,232,667	\$23,978,434	\$26,202,675	\$25,112,377	\$25,619,468
(Loss)	(\$1,467,708)	(\$2,528,534)	(\$1,482,531)	(\$2,135,409)	(\$1,666,899)	(\$3,227,323)



HUD Capital Grant



Total Net Position

