



RRHA Strategic Plan

2025 - 2029

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Introduction

Planning Team: The Roanoke Redevelopment and Housing Authority developed this strategic plan over a number of sessions between April 17 - 24, 2025. The strategic planning team consisted of 8 from senior management, two Board of Commissioners members, a recorder, and facilitator. The following served on the team:

David Bustamante	Executive Director, Senior staff of the Planning Team
Frederick Gusler,	Director of Redevelopment and Revitalization, Planning Team Project Manager
Tina Bousman	Manager, Human Resources
Jackie Austin	Vice President of Finance
Joel Shank	Vice President of Operations
Shauna Paxton	Housing Choice Voucher Manager
Greg Goodman	Director of Community Support Services
Lisa Saunders	Property Manager
Tom Carr	RRHA Board of Commissioners
Debra Carter	RRHA Board of Commissioners
Meghan Castaneda	Recorder
Reed Kennedy	Facilitator

Process: The Balanced Scorecard approach was used to develop the strategic plan, using the previous 2020 – 2024 strategic plan as the basis. The team revisited and updated the agency’s mission and vision statements to be more concise and rememberable. These revised statements are on the following page. An external environmental assessment was conducted, noting the political, economic, social, technological, ecological, and legal forces that will impact the organization either positively or negatively. Assessing the financial trends over the last 11 years revealed a stronger financial performance since 2020, due primarily to an increase in funding because of the Covid pandemic. 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.

Strategies were developed by the team that addressed the strategic issues, using the balanced scorecard philosophy of “balance” by developing strategies around the three categories of Customer, Financial, 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 place on a Balanced Scorecard to facilitate monthly tracking of the accomplishment of the goals. The scorecard will keep the achievement of the strategic plan in front of all those involved, provide accountability, and communicates what the goals are and how they are being accomplished.

Mission Statement

The mission of RRHA is to help people live better lives through quality affordable housing, self-sufficiency programs, and support to inspire investment in individuals and communities.

Vision Statement

It is the vision of RRHA to be designated a High Performer PHA by HUD and our residents.

Operating Values

- That public housing will be a safe and affordable place to live
- That more can be done through meaningful partnerships
- That we will contribute to strong and successful neighborhoods
- That creativity innovation, and discipline lead to success
- That economic growth is essential for community prosperity
- That each employee makes a meaningful contribution to the community that we serve
- That our residents, employees and stakeholders are treated respectfully in everything we do

External Assessment

Political Forces

- National, state and local policy changes
- Change in HUD leadership
- City Council Officials
- State housing programs
- NIMBY (Not In My Backyard)
- Neighborhood distrust related to urban renewal history

Economic Forces

- Job applicants – lacking qualified applicants
- Operating and construction costs
- Reduction in funding
- Resident barriers to become self sufficient
- Funding contingent on performance designation
- Inflation and increase in Cost of Living
- Increased evictions and higher cost of turning units

Social 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
- Distance technology, less face to face
- Transportation reliability

Technological Forces

- Some residents and employees struggle with technology
- Keeping our IT resources safe and functional and user friendly
- Artificial intelligence will impact us in the future
- High demand to keep up with IT, plan on having the resources to deal with those changes
- Internet and Broadband – rising costs of equipment and services
- Digital divide

Ecological Forces

- Flood plain impact on RRHA housing and South Jefferson Redevelopment
- Heating and air conditioning costs
- Solar energy, energy usage in general

Legal Forces

- Citizenship and family policies
- Taxes and fees
- ADA – Section 504 units
- Health and safety laws – OSHA regulations
- Employment Law – staying current
- Procurement laws and requirements to follow
- Fair Housing Laws
- Local Legislation
- Building codes
- Deregulation

Internal/Financial Assessment

An analysis of the financial trends from 2014 – 2024 revealed several noteworthy factors. Please see the Appendix for the complete financial analysis.

- For the 11-year period there has been a mostly consistent steady increase in operating revenues, with operating expenses following the same curve. Operating revenues increased from \$19.9M to \$35.5M during the period.
- Operationally, RRHA ran at loss from 2014 – 2020. The financial situation improved significantly beginning in 2021, posting gains in 2021 and 2023, and the losses in this period were much less than in earlier years. The biggest loss was in 2019 at \$3.3M, with 2023 the best year with a gain of \$1.1M.
- The primary reason for the improved financial performance in the last 4 years is due to the additional grants RRHA received because of the Covid epidemic.
- The HUD Capital Grant decreased overall from 2014 – 2018 but then had steady increases for the remainder of the period. The grant increased from \$2.1M in 2014 to \$4.5M in 2024.
- During the period, the HUD Capital Grant provided overall revenues greater than expenses except in the years 2017 – 2019. The last 4 years were particularly strong when the grant funds were combined with the better than average operational revenues.
- The organization's Total Net Position (Total Assets minus Total Liabilities) remained basically constant at \$52M until 2020, when it started to increase significantly. In 2024 it reached 69.9M.

The increase during these later years is due to the improved operating revenues along with the higher HUD Capital Grant.

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

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 number of available units
- Employee turnover
- Management skills, lack of time for training
- Tax credit properties are difficult to finance and manage
- Public Image

Opportunities

- EnVision Center
- Competitive pay
- Conversions (properties) property development
- Expanding area of surrounding municipalities
- Creative opportunities for expansion
- Promoting our agency and what we offer to the community
- Expanding Section 8 Homeownership
- Opportunities for case management for high rise for the elderly and disabled
- More 4 – 5-bedroom units
- Community Revitalization efforts and potential redevelopment opportunities
- Resident Services / Self-sufficiency Programs

Threats

- Resistance from community members
- Negative image from history

- Federal budget
- 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
- Public health crisis
- Lack of funding for development
- Aging public housing stock
- Poverty and increased homelessness

Strategic Issues

1. Employee pay, advancement, training and recruitment as it relates to improved employee retention, interaction, succession planning and agency performance.
2. Need for greater variety 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 opportunities that best meet the needs of our customers.

Performance Objectives

- a. Use capital funds to modify one public housing unit per year to Section 504 standards contingent on receiving capital fund grants moving forward.
 - b. Use capital funds to complete one energy conserving project per year.
 - c. Create a capital plan for eight (8) Public Housing properties for next 20 years .
 - d. Improve operational efficiency .
2. 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. Become a HUD designated High Performer in the FSS Program by December 2026.

Financial Strategies

3. Create contingency plans for uncertain funding levels and changes in federal policies as they relate to our programs.

Performance Objectives

- a. Explore other non-federal sources of revenue.
- b. Evaluate properties for repositioning as the need presents itself (Rental Assistance Demonstration (RAD) conversion) .
- c. Develop a contingency plan draft by December 2025.

Staff Learning and Growth

4. Improve staff retention and employee satisfaction.

Performance Objectives

- a. Develop a succession plan draft by December 2026.
- b. Improve new hire orientation draft by December 2025.
- c. Implement a more rigorous interview process that includes job specific interview questions by December 2025.

5. Improve staff competencies, understanding our audience, 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. Offer at least two educational trainings a year that will help our staff understand resident issues and HUD Policies.

Initiatives

Customer Perspective

Performance Objectives

- 1a. Use capital funds to modify one public housing unit per year to Section 504 standards contingent on receiving capital fund grants moving forward.

Initiatives

- Stay in line with current 5-year Capital Fund Action Plan – Joel & Frederick.
- Plan ahead with architecture/engineering firms regarding design of projects included in plan – Joel & Frederick.

- 1b. Use capital funds to complete one energy conserving project per year.

Initiatives

- Stay in line with current 5-year Capital Fund Action Plan – Joel & Frederick.
- Plan ahead with architecture/engineering firms regarding design of projects included in plan – Joel & Frederick.

1c. Create a capital plan for eight (8) Public Housing properties for next 20 years.

Initiatives

- Update current Capital Plan – Joel & Frederick.

1d. Improve operational efficiency.

Initiatives

- Research options for going paperless by implementing a document management system and simplifying the expense tracking system by the second quarter of 2026. – David & Jackie.
- Research Tenant Portal for electronic rent payments – David & Jackie.
- Reevaluate IT needs and circumstances – David .

Performance Objectives

2a. Engage at least four new partners a year for the EnVision Center initiative.

Initiatives

- Regularly attend networking opportunities – Resident Services Team.
- Highlight the work of the EnVision Center through our social media platform – Brenda & Resident Services Team.
- Capture testimony through those who use the EnVision Center - Brenda & Resident Services Team.
- Survey the residents to discover needed services – EnVision Center Staff.
- Regularly meet with partners to assess their needs and input – EnVision Center Staff.
- Minimize carrying cost to keep rent at EnVision Center at a reasonable cost – Greg.

2b. Become a HUD designated High Performer in the FSS Program by December 2026.

Initiatives

- Increase opportunities to enroll residents by sharing program information - Resident Services Staff & Property Managers / Greg.
- Increase collaboration with property managers to report income changes – Resident Services Staff & Property Managers / Greg.
- Build on relationships between FSS Coordinators and FSS Participants – Resident Services & Greg.

Financial Strategies

Performance Objectives

3a. Explore other sources of revenue.

Initiatives

- Research potential lease options for vacant office space - Frederick
- Sale of surplus properties – Frederick.
- Work with Joint Resident Council and Roanoke Valley Housing Corporation to secure grant funding – Duane Smith and David.

3b. Evaluate properties for repositioning as the need presents itself (Rental Assistance Demonstration (RAD) conversion) .

Initiatives

- Refer to the 2023 Repositioning Study – David, Frederick, Joel, & Jackie.

3c. Develop a contingency plan draft by December 2025.

Initiatives

- Review existing shortfall policies – Management Team.

Staff Learning and Growth

Performance Objectives

4a. Develop a succession plan draft by December 2026.

Initiatives

- Enhance internal and external leadership program development. – HR Department & Management Team.
- Survey staff for desired training – HR Department & Management Team.
- Receive input from managers regarding staff advancement and training – HR Department & Management Team.
- Implement job shadowing program – HR Department & Management Team.
- Research other PHA's succession plan procedures – HR Department & Management Team.

4b. Improve new hire orientation draft by December 2025.

Initiatives

- Invite program managers to speak to new hires during a meet and greet – HR Department.
- Improve welcome gift for new staff – HR Department.
- Perform check-ins with new hires after three (3) months. – HR Department.
- Invite new staff to attend a board meeting to meet Board of Commissioners – HR Department.
- Create committees that include staff and Resident Council members – Debra Carter & Tina.

4c. Implement a more rigorous interview process that includes job specific interview questions by December 2025.

Initiatives

- Re-write interview questions for job specificity and personality traits – Tina .

- Include pre-employment job shadowing as part of the interview process – HR Department & Management Team.
- Require job specific testing (i.e. typing test) – HR Department.
- Utilize RRHA University more – HR Department .

Performance Objectives

5a. Provide two service trainings a year that address customer service and team development.

Initiatives

- Utilize RRHA University more – HR Department.
- Offer PHADA and NAHRO training as available – David & Management Team.

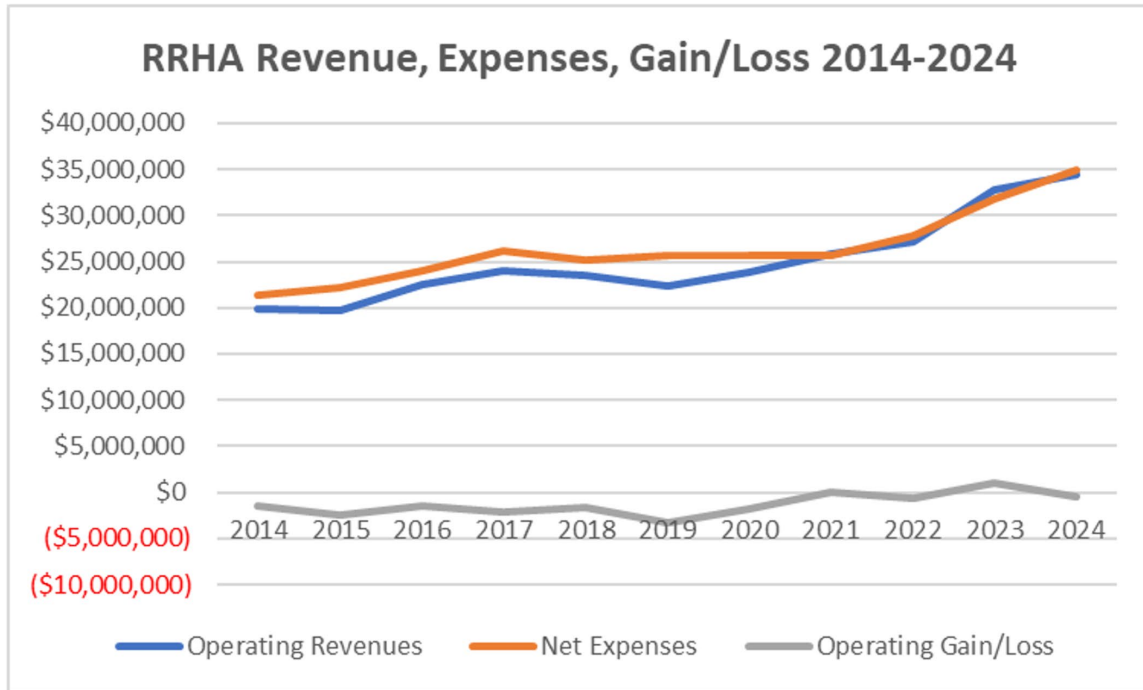
5b. Offer at least two educational trainings a year that will help our staff understand resident issues and HUD Policies

Initiatives

- Utilize RRHA University more – HR Department
- Offer PHADA and NAHRO training as available – David & Management Team

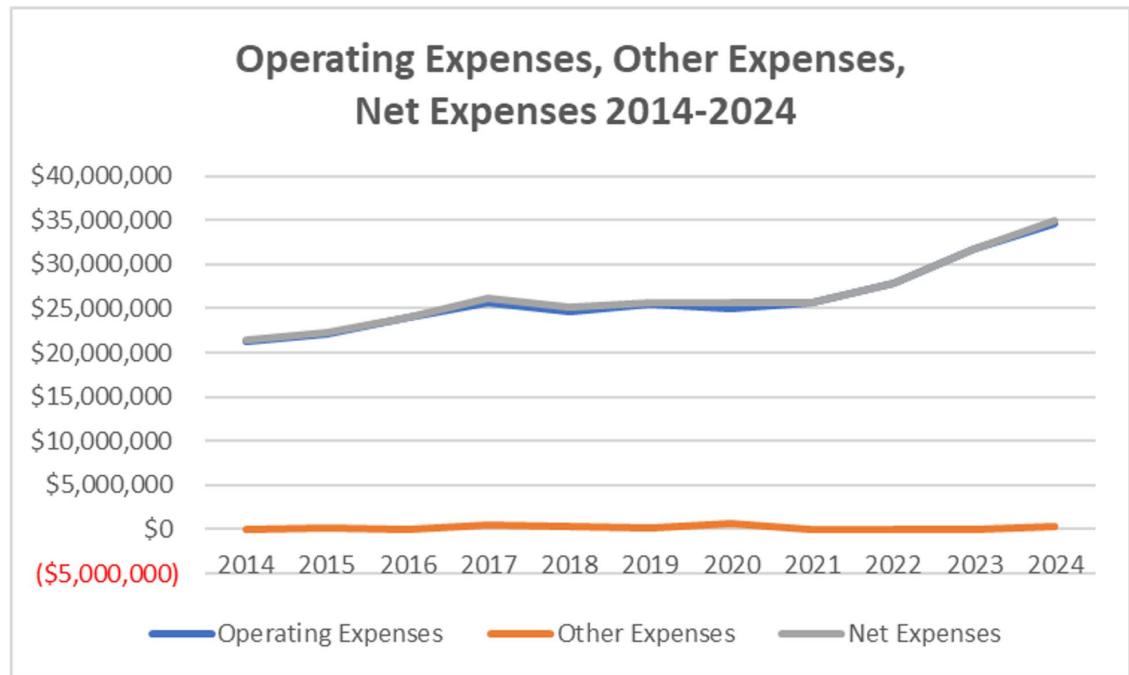
APPENDIX A

Financial Trends 2014 – 2019

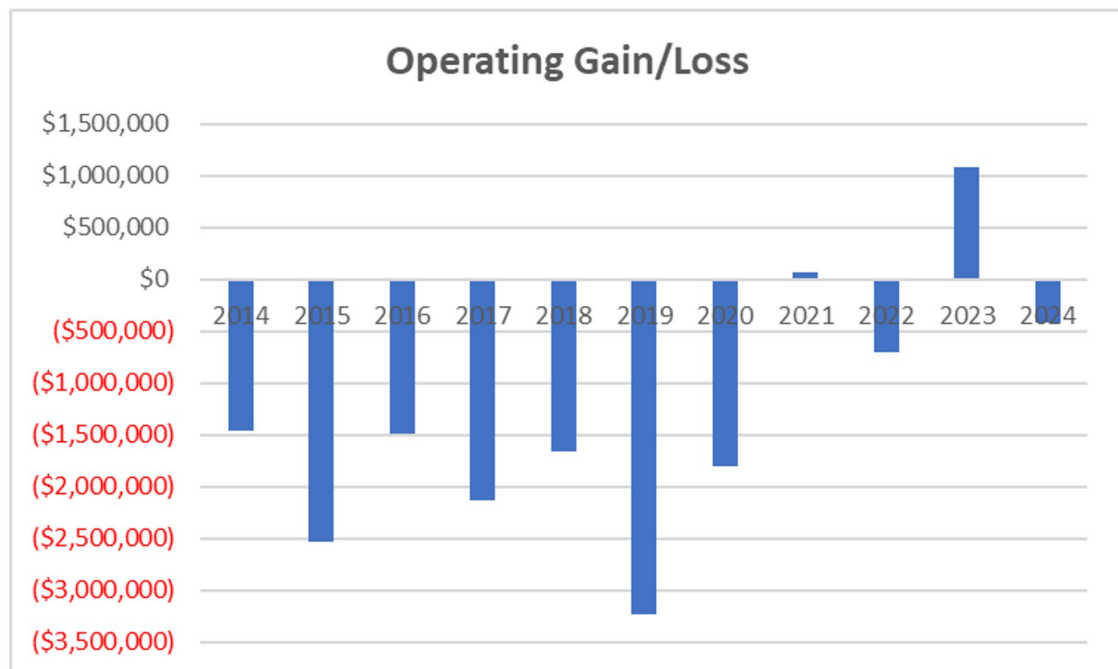


Revenues, Expenses, Gains/Losses 2014– 2024

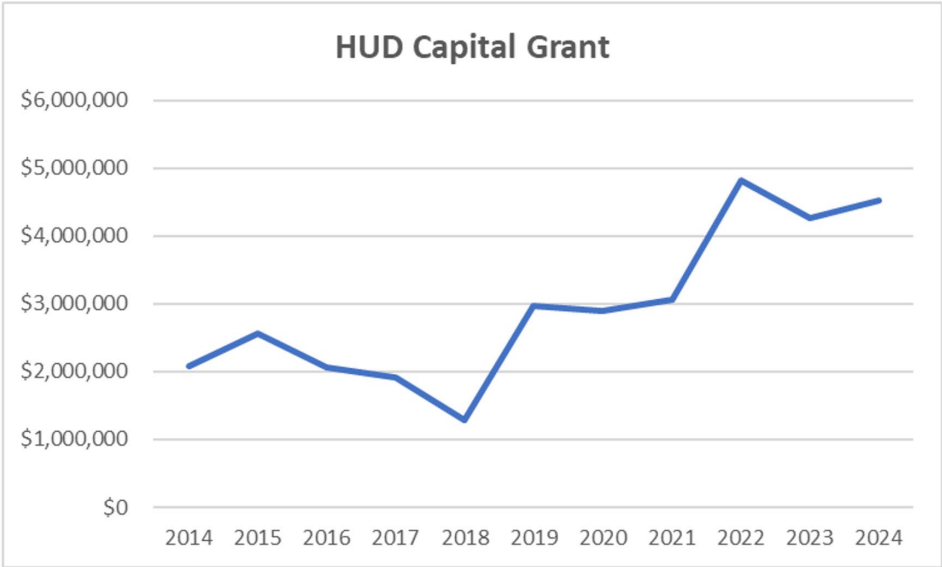
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Operating Revenues	\$19,902,801	\$19,704,133	\$22,495,903	\$24,067,266	\$23,445,478	\$22,392,145	\$23,893,833	\$25,771,628	\$27,150,407	\$32,835,375	\$34,505,706
Net Expenses	\$21,370,509	\$22,232,667	\$23,978,434	\$26,202,675	\$25,112,377	\$25,619,468	\$25,691,496	\$25,701,598	\$27,852,379	\$31,752,072	\$34,927,758
Operating Gain/Loss	(\$1,467,708)	(\$2,528,534)	(\$1,482,531)	(\$2,135,409)	(\$1,666,899)	(\$3,227,323)	(\$1,797,663)	\$70,030	(\$701,972)	\$1,083,303	(\$422,052)



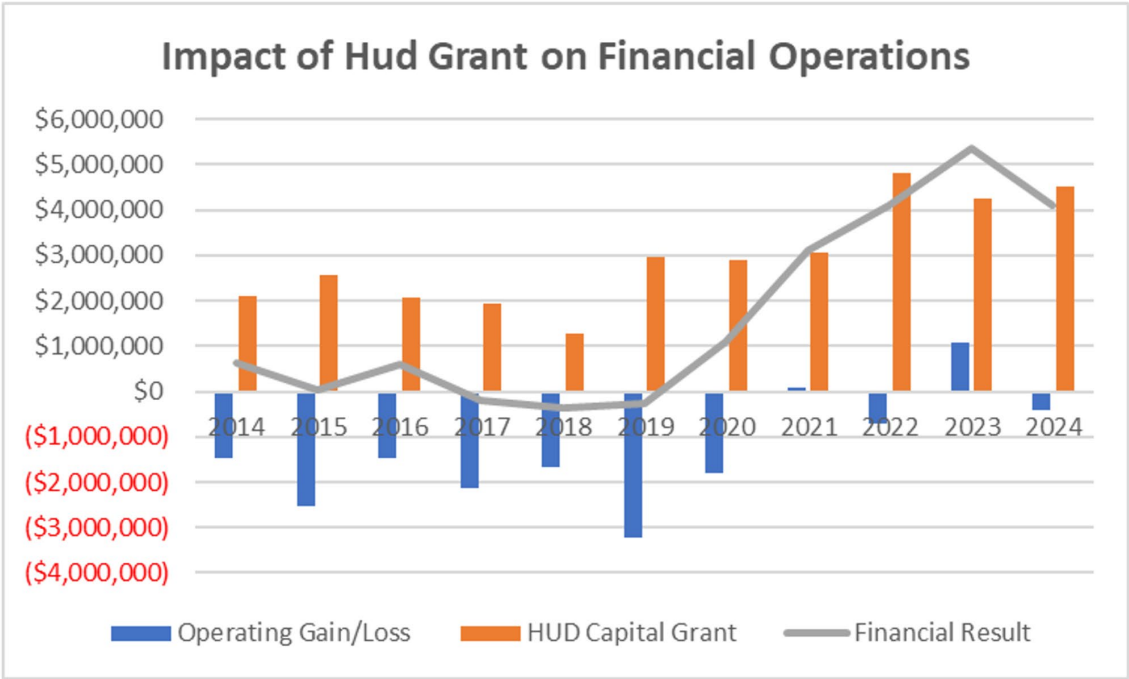
Operating Gain/Loss 2014 2024



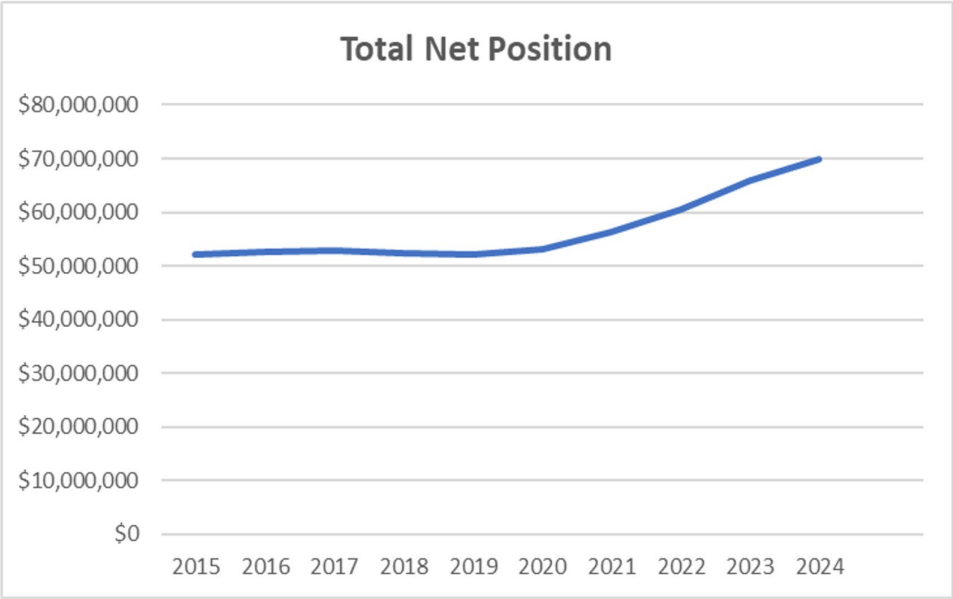
HUD Capital Grant 2014- 2024



	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
HUD Capital Grant	\$2,088,472	\$2,569,016	\$2,061,513	\$1,922,197	\$1,285,565	\$2,958,973	\$2,894,719	\$3,053,181	\$4,814,649	\$4,262,178	\$4,526,106



Total Net Position 2014- 2024



	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Total Net Position	\$51,712,544	\$52,133,833	\$52,712,815	\$52,774,443	\$52,393,109	\$52,124,759	\$53,221,815	\$56,345,026	\$60,457,703	\$65,803,184	\$69,907,238