

SUMMARY OF AHRA STRATEGIC PLAN

February, 2012



ARHA
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AND HOUSING AUTHORITY

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Summary of ARHA Strategic Plan

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February 2012

Strategic Plan Highlights 2

- Summary of Strategic Plan Process
- Key Challenges
- ARHA's Mission Statement
- ARHA's Vision
- Goals and Strategies
 - Affordable Housing
 - Resident Self-Sufficiency and Quality of Life
 - Community Economic Development
 - ARHA-Community Relationship
 - ARHA Viability



Strategic Planning Process 3

- Operational Assessment and SWOT Analysis
- Public Outreach, Input, and Issue Area Meetings
 - Affordable Housing Issues (3 meetings)
 - Social Issues (3 meetings)
 - Economic Issues (2 meetings)
 - Resource Issues (1 meeting)
- Strategic Facilities Analysis
- Commissioner Workshops (5 workshops)
- Meetings with & Input from ARHA Staff
- Meetings with City & Hsg. Master Plan Cmte.
- Redevelopment Analysis



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Affordable Housing Challenges 4

- Gap between demand and supply
- No growth in affordable housing supply
- Lack of affordable ownership opportunities
- Escalating capital needs of existing affordable housing
- Changes in management requirements affecting housing operations



Resident Self-Sufficiency & Quality of Life Challenges 5

- Limited resident utilization of resources that promote upward mobility
- Skewed perceptions of security & crime
- Limited impact of education and recreation initiatives on resident attitudes and preparedness
- Continuing need for increased resident personal responsibility



Community Economic Development Challenges 6

- Limited economic opportunity for disadvantaged residents and businesses
- Limited formal mechanisms to promote minority/women/disadvantaged business enterprise
- Limited economic development emphasis in affordable housing production



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ARHA-Community Relationship Challenges 7

- Mixed stakeholder perception of ARHA
- ARHA's role in the community not fully understood
- ARHA's capability and relevance to the city's future not fully appreciated
- ARHA-Service Partner relationships not fully defined
- ARHA-City Government relationship not fully defined



ARHA Viability Challenges 8

- Gap between community needs & ARHA's technical capacity to fully serve those needs
- Gap between ARHA's mission and its administrative capacity
- Gap between ARHA operational requirements and its financial resources
- Gap between service delivery requirements and ARHA service delivery mechanisms



ARHA Mission Statement 9

"ARHA is a leader in the provision, preservation and expansion of high quality affordable housing and the empowerment of low and moderate income families in Alexandria."



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ARHA Vision

"ARHA envisions Alexandria with a range of affordable housing options that provide residents with a springboard to increased levels of prosperity and an improved quality of life. ARHA envisions itself as a viable and capable partner with its Residents, the City, the Private Sector and the Community in the preservation and creation of sustainable neighborhoods."



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To Address the Affordable Housing Challenge:

"ARHA WILL INCREASE THE AVAILABILITY OF AFFORDABLE HOUSING BY MAINTAINING, UPGRADING AND REDEVELOPING OUR HOUSING STOCK, BY PRESERVING EXISTING AFFORDABLE HOUSING AND BY DEVELOPING NEW AFFORDABLE HOUSING"



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AH Strategy 1: Preserve 604 Units of Existing Viable ARHA Housing

1. Upgrade 170-Unit Ladrey High-Rise Building by 2017
2. Maintain 190 units with Moderate Capital Reinvestment (Scattered Sites 1, Scattered Sites 2, Scattered Sites 3, Jefferson Village) over next 10 yrs
3. Maintain 244 Units with Limited Capital Reinvestment (S. Whiting, S. Reynolds, Radford/Braddock, Chatham Sq., West Glebe, Old Dominion, Quaker Hill) over next 10 years
4. Maximize Utilization of Housing Choice Vouchers (up to 1906 Units) by 2013



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AH Strategy 2: Replace ARHA Housing Where it is No Longer Viable or Where Conversion or Redevelopment Provides a Substantial Advantage To ARHA and its Residents 13

1. Preserve 134 Affordable Housing Units by Completing James Bland Redevelopment and completing 16 off-site units by 2014
2. Preserve 38 Affordable Housing Units by Converting Park to Project-Based Vouchers by 2013
3. Preserve 5 Affordable Housing Units by Converting Saxony Square to Project-Based Vouchers by 2013
4. Preserve 90 Affordable Housing Units by Redeveloping Andrew Adkins as Mixed-Income Housing by 2018



AH Strategy 2: Replace ARHA Housing Where it is No Longer Viable or Where Conversion or Redevelopment Provides a Substantial Advantage to ARHA and its Residents (cont'd) 14

5. Preserve 66 Affordable Housing Units by Redeveloping Samuel Madden as Mixed-Income, Mixed-Use by 2018
6. Preserve 111 Affordable Housing Units by Redeveloping Hopkins-Tancil as Housing for Mixed-Income by 2018
7. Preserve 16 Units of Affordable Housing by Redesigning and Rebuilding Ramsey Homes by 2020
8. Create Redevelopment Plan for Cameron Valley (Yale and Ellsworth) by 2016



AH Strategy 3: Preserve Other Affordable Housing at Risk of Being Converted 15

1. Acquire and rehab Pendleton Park to preserve the affordability of 24 units by 2012
2. Develop plans for acquisition of properties at-risk of losing their affordability within the next 5 to 10 years by 2015



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AH Strategy 4: Create Additional Affordable Housing 16

1. Redevelop ARHA Office Site for up to 44 units of Affordable Housing for the Elderly and Disabled by 2020
2. Secure Additional Housing Choice Vouchers (ongoing)
3. Participate in Other Opportunities to Promote Affordable Housing (ongoing)
4. Develop New Affordable Housing for Rental (ongoing)
5. Expand Opportunities for Affordable Home Ownership (Ongoing)



Guiding Principles – Affordable Housing 17

- Properties are designed with substantial and meaningful input of ARHA and its stakeholders, reflecting lessons learned from prior efforts
- Affordable housing communities are wholly or substantially owned by ARHA whenever:
 - ARHA properties are being redeveloped, or
 - It is feasible and in ARHA's best interests when in the event of development on non-ARHA property
- When redeveloping ARHA properties:
 - All ARHA's current affordable units are to be preserved or replaced with hard units, including maximum retention of ACC units where economically feasible
 - Maximize onsite replacement housing
 - The economic, physical and social benefits for our primary customers equal or exceed those arising from current property operations



Guiding Principles – Affordable Housing (cont'd) 18

- Properties and communities have a range of affordable housing options, suited to residents with a range of incomes and needs
- ARHA always looks toward increasing the number and quality of affordable housing units
- Affordable housing preservation, production and operation contributes toward ARHA viability and sustaining its mission
- The primary purpose of providing housing for those with incomes above 80% AMI is to generate resources to provide and sustain housing for those with incomes at or below 50% AMI



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Resident Self-Sufficiency and Quality of Life 19

"ARHA WILL IMPROVE THE QUALITY OF LIFE OF ARHA RESIDENTS BY EMPOWERING THEM TO TAKE ADVANTAGE OF EDUCATIONAL, EMPLOYMENT AND BUSINESS OPPORTUNITIES AND TO EFFECTIVELY INTERACT WITH THEIR COMMUNITY"



RSS-QOL Strategy 1: Prepare Residents to Capitalize on Business, Employment and Educational Opportunities to Achieve Economic Self-Sufficiency 20

1. Assess the service needs of ARHA resident households in 2012
2. Maximize resident access to employment, training programs and education
3. Facilitate contracting activity by 5 Resident-Owned Businesses by 2016



RSSQOL Strategy 2: Help Residents Achieve a Meaningful Role in the Process of Decision-making, Resource Allocation and Community Improvement by Increasing their Ability to be Leaders and Active Participants in the Larger Community 21

1. Establish the Structure and Opportunity for Residents to Form Active, Effective Resident Councils in Each Development or Project Grouping by 2013
2. Achieve Voter Registration by at least 70% of Eligible Residents by 2014
3. Increase Resident Representation on City Boards and Organizations Each Year (ongoing)
4. Increase Resident Use of City-Sponsored Recreational and Enrichment Activities (ongoing)



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RSSQOL Strategy 3: Modify How Residents and their Living Environment are Perceived to Improve Community Acceptance and Understanding of Challenges and Opportunities of Diversity 22

1. Establish a baseline of resident and community attitudes by December 31, 2012
2. Increase % of ARHA staff with favorable opinion of residents and ARHA's role in serving them by December 31, 2013
3. Increase % of Residents and Neighbors with a Favorable Opinion ARHA Residents and ARHA Communities (Ongoing)
4. Increase % of Residents and Neighbors with a Favorable Rating of Crime in ARHA Communities (Ongoing)
5. Increase Level of Community Understanding and Acceptance of ARHA Programs (ongoing)



RSSQOL Strategy 4: Facilitate Residents' Full Partnership with ARHA in Community Improvement Efforts by Emphasizing Shared Responsibility for the Attainment of a Higher Standard of Living 23

1. Offer Transfers to at Least 5 Public Housing Families Annually to Mixed Income Housing Based on Their Attainment of FSS Performance Objectives annually
2. Achieve and Sustain an Annual Contract Completion Rate of 25% in the FSS Program by 2015
3. Increase Curb-Appeal of Properties through Beautification Performed by Residents beginning in 2012
4. Revise and Strengthen Policies and Practices that Institutionalize ARHA Requirements for Resident Responsibility by 2013



Guiding Principles – Resident Self Sufficiency and QOL 24

- ARHA prepares both adults and youth for the attainment of increasing levels of achievement and/or self-sufficiency.
- ARHA's interventions will maximize the impact of the resources devoted to them by:
 - Targeting resources to actual needs
 - Targeting ARHA resources to facilitate resident access to existing services in the local community
 - Maximizing resident utilization of existing resources of local entities and partners
 - Facilitating comparison of progress or achievement with established baselines
 - Using the most cost effective approach for achieving the desired results



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Guiding Principles – Resident Self Sufficiency and QOL 25

- New and continuing residents and beneficiaries are made fully aware of and are strongly encouraged to take advantage of in RSS-QOL opportunities and activities
- All major ARHA development, construction and business activities incorporate RSS opportunities
- Public information emphasizes resident success and RSS opportunities
- The potential of ARHA housing programs to provide incentives for participation and achievement in RSS-QOL be maximized
- Clearly communicate to the residents, the general public and to service partners ARHA's expectations for resident achievement and their successes



Community Economic Development 26

“ARHA WILL IMPROVE ECONOMIC CONDITIONS IN OUR COMMUNITY BY USING OUR HOUSING PROGRAMS PROMOTE ECONOMIC DEVELOPMENT FOR DISADVANTAGED INDIVIDUALS AND BUSINESSES”



Community Economic Development Strategy 1: 27 Employ Formal Mechanisms to Facilitate ARHA and Contractor Compliance with Section 3 Mandates and Achievement of M/W/DBE Participation Targets

1. Facilitate \$500,000 in annual economic participation by Section 3 Businesses by 2015
2. Award 30% of the dollar volume of contracts to Disadvantaged Businesses by 2014



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Community Economic Development Strategy 2: 28
Incorporate Economic, Business and Commercial Opportunities into Future Redevelopment Planning and Concepts

1. Achieve Business Community Support and Advocacy for Mixed Use Development of ARHA Properties (ongoing)
2. Develop Economic (Business and Commercial) Component of Redevelopment Plans (ongoing)



Guiding Principles – Community Economic Dev't. 29

- Staff, contractors and vendors fully understand and embrace ARHA's position with respect to Section 3 compliance and DBE participation
- Staff works collaboratively with existing local business and economic development entities to fulfill the objectives stated herein
- ARHA capital and development programs and other initiatives (fully- or partly-funded by ARHA) are used as vehicles for contractor and sub-contractor participation in Section 3 and DBE contracting activities



ARHA-Community Relationship 30

"ARHA WILL STRENGTHEN THE RELATIONSHIP BETWEEN ARHA AND THE COMMUNITY BY ELEVATING THE LEVEL OF CUSTOMER SERVICE AND BY CREATING A GREATER UNDERSTANDING OF MUTUAL NEEDS AND EXPECTATIONS"



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ARHA-Community Relation Strategy 1: **Modify Public Perception of ARHA's Mission and Capabilities** 31

1. Achieve and maintain a favorable stakeholder perception of the quality of ARHA's customer service (Ongoing)
2. Ensure that stakeholders with opinions about ARHA base those opinions, in part, on information they receive directly from ARHA (Ongoing)
3. Establish and maintain full engagement with current and potential ARHA partners (Ongoing)



Guiding Principles – ARHA –Community Relationships

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- Close WORKING RELATIONSHIPS and COLLABORATION with our partners' corporate entities, their governing bodies, their staff and their stakeholders used to ensure the full, timely and honest exchange information and to increase understanding of the respective positions and objectives of ARHA and its partners.
- All ARHA interactions with clients, stakeholders, partners and public are positive, productive and respectful
- Positive information regarding ARHA and Resident activities and accomplishments is clearly and regularly communicated to the community, using a variety of means and technologies



Guiding Principles – ARHA –Community Relationships

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- Negative information concerning ARHA is immediately countered with full and appropriate presentations of the facts and explanations of the relevant circumstances
- Staff and Commissioners are kept fully informed and well-prepared to fulfill their roles as "ARHA Ambassadors"
- Problems, complaints and/or misunderstandings receive high priority for resolution and their resolution is achieved in a manner that emphasizes direct, timely and honest communication or dialogue among the parties
- High standards for customer service accompany every aspect of ARHA service delivery



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ARHA Viability

“ARHA WILL ASSURE ITS LONG-TERM VIABILITY BY ADAPTING OUR TECHNICAL CAPACITY, BUSINESS MODEL AND RESOURCE STREAMS TO THE REQUIREMENTS OF OUR MISSION”



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Viability Strategy 1: Increase ARHA Staff Capability to Plan, Implement and Manage All Aspects of ARHA's Mission

1. All Property Management Staff to Have Industry-Preferred Proficiency Certifications by 2015
2. All Maintenance Workers to Attain Basic Proficiency in Multiple Disciplines by 2015



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Viability Strategy 2: Modernize and Adapt Administrative Systems

1. Execute the Full Conversion of the Automated Technology System to Support Current and Future Programs and Administration by 2017
2. All Policies and Procedures to be Crafted to Support the New Business Model and Objectives by 2015



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Viability Strategy 3: Enhance Revenue and Control Expenses

1. Generate Additional Unrestricted Net Income from Development and Housing Management Activity (ongoing)
2. Generate Ongoing Unrestricted Net Income from Non-ARHA Sources by Utilizing Construction and Maintenance Services (ongoing)
3. Generate Ongoing Unrestricted Net Income from Non-Housing Commercial Ventures and Leases (ongoing)



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Viability Strategy 4: Conform ARHA's Business Model to its Mission

1. All Cost Centers Operating Consistent with Established Performance Standards (ongoing)



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Guiding Principles - Viability

- Staff is considered our most valuable internal asset
- Priorities for allocating resources are preservation of affordable housing, expansion of affordable housing opportunities and resident empowerment
- Cost centers are operated at or above break-even unless there are compelling and fully justified reasons for subsidizing them
- Net unrestricted income is used to fund mission-critical priorities
- Revenue streams are generated from ventures that are consistent with our operating philosophy of economic empowerment of residents and disadvantaged business enterprises
- Our partners share in ARHA's commitment to affordable housing and resident empowerment


