

WS  
3-9-09

**City Council/ARHA Joint Meeting**

**March 9, 2009**

**AGENDA**

- |           |   |   |
|-----------|---|---|
| <b>1.</b> | <b>Welcome and Introductions</b>  | <b>Mayor Bill Euille<br/>Board Chair Mel Miller</b> |
| <b>2.</b> | <b>Review &amp; Comments on Notes of<br/>Meeting Held February 24, 2009</b> | <b>All</b>  |
| <b>3.</b> | <b>Review of Strategic Plan Process</b>                                     | <b>Roy Priest, Mildrilyn Davis</b>                  |
| <b>4.</b> | <b>Frame Options/Focus/Format for a<br/>Joint Public Hearing</b>            | <b>Roy Priest/Jim Hartmann</b>                      |

**Attachments:**

- |                      |  |
|----------------------|--|
| <b>Attachment 1:</b> | <b>Notes of February 24, 2009, Meeting</b>                           |
| <b>Attachment 2:</b> | <b>Draft Statement of Work for Strategic Planning Effort</b>         |
| <b>Attachment 3:</b> | <b>Suggested Format for a Joint ARHA/City Council Public Hearing</b> |

JOINT WORK SESSION OF CITY COUNCIL  
AND  
ALEXANDRIA REDEVELOPMENT AND HOUSING AUTHORITY  
TUESDAY, FEBRUARY 24, 2009, AT 5:30 PM

**NOTES OF MEETING**

**Presentation on ARHA plans for reorganization and achievements (Roy Priest, ARHA CEO).**

Questions/Comments:

The main complaint historically heard by the City Council relates to the quality and responsiveness of ARHA staff. It is a positive step that the “new” ARHA is being reorganized to address this.

*Define “Accountability.”*

Meeting timelines; providing accurate information; following up on requests; spending money efficiently; having metrics to quantify information.

*Define “Public Relations.”*

Being proactive; telling the ARHA story; meeting regularly with residents.

*How long has asset management been mandated by HUD?*

It was mandated 3 years ago but allowed for a 2-year implementation period. ARHA is now in the implementation phase.

*What is the greater role for residents and ARC in the new structure?*

- Newsletters from ARC.
- Property managers to meet regularly with residents – this does not happen now.
- New programs, e.g., ARHA choir.
- Providing entrepreneurial training opportunities.

*What is the Classification of “High Performance” – how does ARHA compare with other housing authorities?*

There are three classifications – high, standard and troubled.

There are currently only about 30 housing authorities in the high performance category, and these tend to be the large housing authorities such as DC.

The majority are standard and about 10% are troubled. HUD usually takes over the troubled authorities.

ARHA is currently standard but the objective of the reorganization is to get ARHA into the high category in two years.

## **Discussion of priorities for ARHA in the future.**

Five Priorities have already been suggested (as amended in discussion):

- Maintain and sustain the current number of public housing units in accordance with Resolution 830.
- Redevelopment program for aging units; locating them in dispersed mixed-income settings
- Improved management and maintenance of units with funding from non-HUD sources to improve the quality of life for residents.
- Improved public relations by ARHA, to include improved communications with residents and the public.
- Strategic planning contemplated by the MOU between the City and ARHA.

Additional Priorities Proposed:

- Improve public safety and reduce nuisance activity. Respond proactively to these concerns. This is a quality of life issue.
- Consistent and open communication with City Council and its staff.
- Investigate new and innovative streams of income.
- Improve the turnover of property.
- As well as maintaining the number of public housing units, consider whether this number should be increased.
- Encourage community involvement and engagement.
- More regular contact with Alexandria Police Department. An officer should be designated to attend Board meetings.
- More information about whether ARHA is providing the right type of units for Alexandria residents.
- Enhance the homeownership program to encourage upward mobility.
- Get an idea of City Council's continuing commitment to Resolution 830. Is it still the cornerstone of public housing policy in Alexandria?
- Form a partnering mindset with the City.
- Improving public relations would be helped by better communication with City Council. The two groups only come together when there is a major issue. Need to meet more regularly.

### Questions:

**City Council:** *What does ARHA mean by non-HUD funding?*

- ARHA has bonding authority
- Potentially City funds.

**ARHA:** *The City Council needs to consider the larger policy issue of what is the ideal relationship between low-, medium- and high-income households. Alexandria is becoming a city of high-income households.*

This will be addressed in the Affordable Housing Initiatives Work Group (AHIWG) recommendations, the upcoming Affordable Housing Master Plan and ARHA Strategic Plan.

### **Discussion of the Composition of the ARHA Board.**

The Acting City Attorney summarized the legal position as:

- The City Charter allows the City to alter the composition of the ARHA Board between seven and nine members.
- The issue is the manner in which this can be achieved.
- ARHA and the City Attorney's Office agree that the Board can be reconstituted from nine to seven members by scheduled attrition (term expiration) or non-scheduled attrition (resignation or retirement).
- The City Attorney's Office has opined that City Council can also reconstitute the Board from nine to seven members outside any scheduled or non-scheduled attrition by voting for seven members from a slate of candidates comprised of the nine incumbents (external candidates cannot be considered). ARHA does not agree with this legal interpretation.

### What is the desired outcome?

#### ***City Council:***

- Improve Communication
  - Among ARHA Board Members.
  - Between the ARHA Executive Director and the ARHA Board.
  - Between the ARHA Board and City Council. Liaisons could be appointed for every member.
  - A smaller board could assist in achieving these improvements.
- Commitment
  - If all the tasks outlined are to be accomplished a high level of commitment is required by Board members.
  - Need to improve capacity and proactiveness of Board Members.
- There could be designated slots for experts. Need to consider what skills are needed to meet the ARHA agenda.
- Need to consider the role of affordable housing groups on the ARHA Board and vice-versa.

- The appointment process for Board Members needs to be improved. Last time interviews were introduced and that was very helpful.
- ARHA needs to create an internal system to promote participation and attendance.

***ARHA:***

- Need to think about needed skills.
- Need to think about role on other Affordable Housing groups and vice versa.
- Need to consider the impact of reducing the size of the Board. The number is not as important as the quality of appointees.
- The changes that ARHA and the City are trying to achieve are not reliant on the number of board members.
- The Board does not need to be all specialists. The Board is there to help the Chief Executive.
- Need to recruit actively according to skills required.
- The City should not continue to advertise the positions as only requiring six hours a month, as the position requires greater commitment.

**Next Steps.**

It was agreed that City Council and ARHA should meet on a regular basis and that this was preferred to the appointment of a task force.

The next meeting should be scheduled in two to three weeks, if possible to be held.

Council will need to determine how to handle the previously scheduled public hearing on the reconstitution issue.

Recorder of Notes: Andrea Barlow, Principal Planner, Department of Planning and Zoning

## REQUEST FOR PROPOSALS - ARHA STRATEGIC PLAN

In early 2009, the Alexandria Redevelopment and Housing Authority (ARHA) will undertake a Strategic Planning effort in collaboration with the City of Alexandria, through its Office of Housing.

### **A. Background**

The Alexandria Redevelopment and Housing Authority (ARHA) was organized under the laws of the Commonwealth of Virginia in 1939. ARHA owns and manages 839 units of conventional public housing, 111 Moderate Rehabilitation units, 180 units of market-rate housing, and 60 Low Income Housing Tax Credit (LIHTC)-funded units located throughout the City of Alexandria and provides rental assistance to approximately 1,722 households under the Section 8 Housing Choice Voucher program. ARHA also manages and funds, through the U.S. Department of Housing and Urban Development (HUD) and other sources, a variety of social service, community and economic development programs for the residents of its developments. In the past ARHA has been actively involved in City redevelopment activities, including major urban renewal and revitalization projects such as the Dip and Gadsby Urban Renewal Projects. ARHA is also authorized to issue bonds, which can be used to finance affordable housing projects.

### **B. Scope of Services**

*PLEASE NOTE: Formation of, or participation through, a consultant team is not required in order to respond. Sole consultants, contractors and/or firms with specialized experience or technical skills specific to particular work items detailed in the above scope (e.g., capital facilities analysis, financial analysis) are encouraged to respond with proposals limited to those items for which they are qualified. In addition, the provision of consulting services for the ARHA Strategic Planning Process shall not be deemed, by itself, to render such consultant, contractor or firm ineligible for future ARHA work and/or redevelopment projects which may be identified through the Strategic Planning process.*

The purpose of this RFP is to award a contract, to be administered by ARHA, to a qualified individual, firm and/or team (and/or some combination thereof) to provide technical consulting and strategic planning assistance to include, without limitation, the following:

1. **Outreach and Public Participation.** Create a process for formulating the ARHA Strategic Plan, stressing outreach to the community, identification of stakeholders, facilitation and consensus building. The successful bidder will prepare an outreach and

public participation plan and schedule as part of its proposal. The plan and schedule should be designed to achieve significant and diverse input for each portion and requirement of the strategic planning process, and may include the following:

- a. Listening sessions and individual/group interviews with internal and external stakeholders ;
  - b. Facilitation of goal setting framework for the ARHA Board;
  - c. Meetings with ARHA residents;
  - d. Meetings with relevant City agencies who work with ARHA issues;
  - e. A series of community meetings.
2. **Vision and Mission.** The contractor will complete an analysis of the organization's Strengths, Weaknesses, Opportunities & Threats (SWOT), reviewing both internal and external factors, in order to articulate ARHA's vision and mission for the future, as well as ARHA's goals and objectives, based on facilitated Board and public sessions, in a plan document to guide the future of the agency. **(ARHA to add language re SWOT analysis)** Specific strategies must be identified to guide ARHA's work and help it achieve its goals and objectives, all consistent with its vision and mission, and shall include measurable standards to assess agency performance over future periods. The consultant shall also prepare a plan for communicating the vision/mission/goals and objectives/measurable standards to the public.
3. **ARHA Role and Organization.** The consultant is expected to articulate the current and historical role of the ARHA organization, as well as to assess the role and functions for the organization in the future. This task should result in a written report with recommendations, to include a discussion and evaluation of several key analytical components:
  - a) history of the agency;
  - b) history of funding for the agency;
  - c) role of the ARHA Board;
  - d) role of the ARHA staff;
  - e) operating environment of the agency;
  - f) general public and agency housing residents' understanding of the agency;
  - g) agency partnerships with the City, city agencies, contractors, residents and citizens;
  - h) within the legal authority for ARHA, evaluate the functions and services for ARHA, including its historic, current and potential future functions and services; to include:
    - i. support received from partners, including city agencies;
    - ii. performance metrics of existing functions and service programs;

- iii. potential for ARHA to take on a stronger redevelopment role;
- iv. appropriate level and operations for successful property management;
- v. best practices for transitioning residents to self sufficiency, given demographic data regarding ARHA residents (income, family size/composition, employment status, number of households who leave public housing, for unsubsidized housing and homeownership);
- vi. capacity for and opportunities to house households with special needs;
- vii. ARHA's methods of measuring its success.
- i) structure, staffing and resources of the organization with regard to appropriate services;
- j) costs associated with providing appropriate services and functions.

The consultant is expected to make recommendations for ARHA's appropriate role and function and define the steps and procedures required for the successful implementation of that role. Distinctions should be drawn, if appropriate, between functions appropriate for the short and the long term. The consultant will benefit from the results of an agency wide Compensation and Classification Study and Performance Appraisal System study that should be completed by the time the consultant performs its work. The consultant is expected to build on work already done, and to avoid duplicating analyses.

4. **Comprehensive Facilities Analysis and Redevelopment of Housing Assets.** The consultant, as part of its work, will prepare a Comprehensive Facilities Analysis, in the form of a written report and a database, which must include, without limitation:
- a) an inventory of all properties;
  - b) a formal assessment of the condition and needs of each property;
  - c) a prioritizing of capital needs;
  - d) the creation of a data system for recording and updating facilities information;
  - e) an estimated budget and schedule for each property to address the needs identified; and
  - f) a schedule and funding plan for rehabilitation.

The consultant is expected to use and update recent assessments and analyses where available, including **ARHA to add list of existing reports/analyses.**

The consultant will also prepare a Redevelopment Assessment, in the form of a written report, which may or may not become part of the Strategic Plan, and which includes the following information for each ARHA property:

- a) Current density and land use, as well as land uses and density allowable under current zoning;



- b) Desired land uses and densities under any relevant small area plans (existing or in development);
- c) Land use potential (including through re-zoning);
- d) Market pressures and opportunities;
- e) Potential redevelopment costs;
- f) Appropriate redevelopment mix of market rate, affordable and subsidized units;
- g) Potential number of replacement units that can be accommodated on site, and potential off site units required;
- h) Strategy for securing/developing off-site replacement units where necessary;
- i) Potential resources to fund redevelopment, including potential need for off site units.

The consultant will develop criteria for the future redevelopment of ARHA properties, as opposed to rehabilitation, including application of the criteria to each of inventoried properties, and a schedule and funding plan for their redevelopment, if appropriate, over the short, medium and long term.

5. **Financial Analysis.** The consultant will prepare a written report that analyzes the fiscal impact of the Strategic Plan's recommendations for ARHA, focusing on the existing, historical and future funding climate, reduced HUD subsidies, and including projections of funding sources and needs, and identifying current and future funding gaps for both operating and capital needs, as well as historical revenue sources and costs where relevant, including the following:

a) Operating

- 1) Current and historical operating subsidies;
- 2) Sources of funds used/available for the operation of ARHA housing and social services;
- 3) Rental income from tenant rent payments, current and projected;
- 4) Amount of Section 8 voucher funding in ARHA non-public housing properties rented to voucher holders;
- 5) Annual maintenance, management and other operating costs, current and anticipated.
- 6) Identity of untapped operating resources available to support programs and projects.

b) Capital

- 1) Current available and historical capital funding, including HUD, tax credits, HOPE VI, CDBG, HOME, and other public entity financing resources;

- 2) Capital expenditures for ARHA properties, historical and current;
- 3) Identity of untapped resources, including real estate and development proceeds, available to support capital needs;

The analysis shall assess trends in HUD funding and estimate likely funding for future, taking into account the anticipated HUD requirements for the Asset Management model. The consultant shall prepare a plan for the financial sustainability of ARHA which identifies the need for funds, from all sources, in the future.

6. **Implementation.** Prepare an Implementation Plan for the future of ARHA to assist it in meeting its goals, objectives and Vision. Develop a plan for success, including appropriate budget, personnel or public involvement over time, and including each of the above Scope of Services elements within a series of multiyear action plans. The Implementation Plan should include, at a minimum, a One Year Operating Plan, a Five Year Strategic Plan, and a 10 Year Long Term Plan. To the extent there are future projects and functions envisioned by the Vision, Strategic Plan and redevelopment opportunities that fall outside of the 10 Year Long Term Plan, they shall nevertheless be identified in a suitable way as part of any implementation planning document.

The Consultant shall also develop metrics and a system to measure, record and track ARHA's progress in meeting goals and objectives incorporated in the Implementation Plan.

C. **Timing:** Six months – one year for completion of work.

D. **Contractor Requirements.**

D.1 Communication: Communication throughout the progress of the Contract is essential. To facilitate this goal, within two business days after Contract award, the Contractor will participate in a conference with ARHA representatives to review the Contract requirements and answer any remaining questions on the scope of the Contract, including ARHA's expectations.

D.2 Task Completion Plan/Schedule: The Contractor shall provide as part of its technical proposal, a Task Completion Plan/Schedule (TCP/S), which may be revised during negotiations, which identifies each Task to be accomplished and provides a plan and specific schedule for each Task. The Contractor shall conform to the time frames in the agreed to TCP/S. The TCP/S is incorporated into the Contract by reference and made a material requirement of the Contract. If tasks are awarded/assigned to multiple Contractors it is likely that various components or Phases of the work will proceed on separate timelines with separate completion

dates as negotiated with the different Contractors. It is expected Contractors will coordinate and cooperate with one another as required to meet Plan timelines for completion of work where collaboration or support is necessary.

D.3 Contract Changes: The Contractor shall obtain approval from ARHA before implementing any proposed changes to the TCP/S. Only ARHA's Contract Officer (probably need to name or define) may negotiate and approve any changes, which may result in a decrease or increase in the Contract price.

D.4 Contractor Knowledge: The Contractor shall possess a thorough understanding of the current trends and future direction of public housing, government funding and financing, and property management/development.

D.5 Facilitation: The Contractor will develop a process to lead ARHA's Board and staff along a logical path that will allow it to discover and communicate a unique vision of the future and to take the steps necessary to turn that vision into reality.

D.6 Staff Assistance: The Contractor will be assisted by day to day leadership and guidance of the ARHA Board and staff, under the oversight of the City. The Contractor will receive assistance from both City and ARHA staff, but must possess sufficient knowledge and independence to be able to perform the work required by the contract without extensive staff assistance, given staff's own time constraints.

D.7 Reporting: The Contractor shall submit weekly reports by the first business day of the week following the week being reported and monthly reports by the first business day of the month following the month being reported. Copies of each report will be provided to the Director of Housing or her designee and to the Executive Director of ARHA or his designee. The weekly and monthly reports narrative shall, at a minimum, describe the status of the TCP/S and provide:

- a) a brief, factual summary of progress made during the reporting period;
- b) identify significant problems, concerns and their causes;
- c) state the likely impact of the successful completion of the affected task(s);
- d) offer corrective actions and the effect that such actions will have on the accomplishment of the contract objectives/tasks.

D. 8 Deliverables: All correspondence, reports, and or documents will be prepared in both hard copy and electronic format. Electronic format shall be submitted in Microsoft Office \_\_\_\_\_. In addition to the Strategic Plan and report, deliverables shall include, but are not limited to, the periodic reports described in D.7 above, a summary of stakeholder interviews, a survey of ARHA properties, including physical needs assessments; and an Implementation Plan.

**Suggested Format for a Joint ARHA/City Council Public Hearing**

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|----|---|---------------|
| 1. | State of ARHA                             | Roy           |
| 2. | Description of Strategic Planning Process | Roy/Mildrilyn |

**Take Public Comments On**

- Perception of Current State
- Where they would like to see us go in the future

Location/Condition of ARHA Properties  
Governance (ARHA & City)  
Future Funding  
Effective Services to Residents  
Public Safety  
Accountability  
Stakeholder/Community Communications  
Joint ARHA/Council Priorities