

# Monthly Report to the Board of Commissioners

Keith Pettigrew

**Chief Executive Officer** 

October 23, 2023



#### **BOARD OF COMMISSIONERS**

#### REGULARLY MONTHLY MEETING

Alexandria Redevelopment and Housing Authority 401 Wythe Street, Alexandria, VA 22314

Monday, October 23, 2023, at 7:00 pm

- 1. PUBLIC DISCUSSION PERIOD FOR RESIDENT GROUPS 10 MINUTES
  - Ladrey Advisory Residents Board (RAB) Steven Hines, President
  - ARHA Resident Association (ARA) Kevin Harris, President
- 2. PUBLIC DISCUSSION PERIOD ON AGENDA AND NON-AGENDA ITEMS 5 MINUTES
- 3. ADOPTION OF MINUTES OF THE REGULAR MEETING HELD ON MONDAY, SEPTEMBER 25, 2023.
- 4. RECEIPT OF EXECUTIVE SUMMARY AS OF MONDAY OCTOBER 23, 2023.
- 5. CONSENT DOCKET
- 6. ACTION DOCKET
- 7. NEW BUSINESS
- 8. ANNOUNCEMENTS
- 9. ADJOURNMENT
- 10. EXECUTIVE SESSION TO DISCUSS PERSONNEL, LEGAL, AND REAL ESTATE ISSUES.

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## MINUTES OF THE ALEXANDRIA REDEVELOPMENT & HOUSING AUTHORITY REGULARLY SCHEDULED BOARD MEETING 401 WYTHE STREET, ALEXANDRIA, VA 22314

Monday, September 25, 2023 at 7:00 pm

THOSE PRESENT: Peter Kleeblatt, Chairman

Anitra Androh, Vice Chairwoman Tracy Jefferson, Commissioner Willie Bailey, Commissioner Merrick Malone, Commissioner Kevin Harris, Commissioner Michelle Krocker, Commissioner

THOSE ABSENT: Christopher Ballard, Commissioner

Daniel Bauman, Commissioner

Steven Hines

RECORDER: Stasya Lael

Public session meeting called to order at 7:04 pm by Vice Chairwoman Androh. Among those present were Keith Pettigrew, Chief Executive Officer, ARHA Department Directors, ARHA Staff, Alexandria Office of Housing Staff Resident Leadership, and members of the public.

#### ITEM 1. MPUBLIC DISCUSSION PERIOD FOR RESIDENTS' GROUPS - 10 MINUTES:

Ladrey High-Rise Residents Advisory Board (RAB) – Mr. Steven Hines (absent)

On the behalf of Mr. Steve Hines, President Ladrey Resident Advisory Board, Mr. Pettigrew reports that Mr. Hines is very happy with the delivery of the washing machines. Due to the former devices frequently breaking down in one year despite repairs, ARHA changed vendors and replaced the washing machines. Pleased with the change, Mr. Hines and the residents send their thanks.

#### ARHA Resident Association (ARA) – Commissioner Kevin Harris, President

Commissioner Harris along with other ARHA resident leaders attended a NARSAAH conference in New Orleans, LA. The NARSA conference provides training and workshops to public housing resident associations across the country. "It was a great opportunity to connect together as leaders," he said.



#### ITEM 2. PUBLIC DISCUSSION PERIOD ON AGENDA and NON-AGENDA ITEMS -5 MINS.

• No one signed up for public discussion.

## ITEM 3. VOTE TO APPROVE THE MINUTES FOR THE REGULAR SCHEDULED BOARD MEETING MONDAY, September 25, 2023:

Vice-Chairwoman Androh presented the minutes for Monday, August 28, 2023. Commissioner Krocker moved to accept the minutes; the motion was seconded by Chairman Kleeblatt. The motion was approved with (7) Yeas, (0) Nays.

#### ITEM 4. EXECUTIVE SUMMARY REPORT AS OF MONDAY, September 25, 2023:

#### **COVID Updates:**

COVID numbers are increasing in terms of hospitalization per the reports of Rose and Gaynelle are in contact with the city's clinics. No formal numbers on the increase have been reported by the city yet.

#### **Asset Management:**

Rent collections continue to fluctuate. Several cases are pending court dates.

Onsite system training intensive: November and December. A training schedule will be provided. The full system transition is expected to be complete and live by the Q-2 of FY 2024. While ARHA will be running two systems temporarily until March 2024, we expect to be solely using the Yardi system starting March 2024.

#### Maintenance & Facilities:

Maintenance is maintaining good status. No issues to report.

#### Resident Services:

Gaynelle and her staff continue to do a tremendous job with outreach in servicing our residents.

Myra Matthews: Only one sign was posted on the smaller playground while the larger playground does not have any similar signage posted. Some of the rules listed on the sign seem to be 'incomplete and/or irrational. There is no signage for "No smoking" or "No loitering." I think signs should be placed at the site, including the larger playground. Inform the residents by letter of the playground rules and the posted signage at the playground sites.

Juwahn Brown: New signs for 'no smoking on the playground' will be installed by Friday, September 29<sup>th.</sup>

#### **ITEM 5. CONSENT DOCKET:**

Keith Pettigrew: Presents Resolution 730-2023 Annual Plan 2023.



Nicole: Wickliffe: We will be sure that a copy of the Annual Plan is distributed/redistributed. Changes from last year's plan to this year's plan would be the approved Over Income Policy and any development items.

(Inquirer's name required): What is the submission deadline?

N. Wickliffe: HUD Deadline: October 18, 2023. However, *ARHA* aims to have it submitted by October 1<sup>st</sup>.

Nicole Wickliffe: Is the plan posted or is it being held until approval?

(J. Diaz): Yes- the annual plan was posted. It is posted for 30 days before being presented to the board to be reviewed by the public for commenting.

Vice Chairwoman Androh: Questioned for a motion to vote on Resolution 730-2023 Annual Plan 2023. Motion was so moved, seconded, and approved: Yeas (7) Nays (0).

#### **ITEM 6. ACTION DOCKET:**

No Items Submitted.

#### **ITEM 7. NEW BUSINESS:**

No Items Submitted.

#### **ITEM 8. ANNOUNCEMENTS:**

Keith Pettigrew: A COVID and Flu vaccination event has been scheduled for October 18, 2023, at the Ladrey High-Rise location. While no further updates are available now, we will continue paying close attention to this matter to ensure we are well informed to maintain proper safety protocols.

Commissioner Bailey: The coat drive event is confirmed and scheduled for Saturday, October 28, 2023, at two sites. More information is coming soon.

## ITEM 9. EXECUTIVE SESSION TO DISCUSS PERSONNEL, LEGAL, AND REAL ESTATE ISSUES:

A motion was made by Commissioner Kleeblatt, seconded by Commissioner Krocker, and unanimously approved to convene into Executive Session to discuss Personnel, Real Estate, and Legal Matters commenced at 7:25 pm. At 8:00 pm, the Board reconvened in public session. Thereupon, Vice-Chairman Androh asked for a motion to adjourn the meeting. Commissioner Krocker moved to adjourn, seconded by Commissioner Bailey; no other actions were taken in the Executive Session, and to the best of each member's knowledge: (1) only public business matters fully exempted from open meeting requirements under the FOIA were discussed in the Executive Session, and (2) only public business matters identified in the motion by which the closed meeting was convened were heard, discussed, or considered by the Board in Executive Session. The motion was unanimously approved on a roll call vote of (7) Yeas to (0) Nays.



There being no further business to come before the Board, Vice- Chairwoman Androh adjourned the meeting at 8:07 PM.



## I. EXECUTIVE SUMMARY



### **ASSET MANAGEMENT**

Below are several key operational activities and notable highlights for September 2023:

	Public Housing August 2023	Public Housing September 2023	MOD Rehab August 2023	MOD Rehab September 2023	Market Rate August 2023	Market Rate September 2023
Occupancy	99%	99%	100%	100%	100%	99%
Rent Collection	69%	70%	87%	80%	72%	71%

New Lease-Ups	August 2023	September 2023
Tenant-based (HCVP)	12	20
Number of requests for tenancy	51	17
Project-based voucher	1	0
Moderate Rehabilitation	0	0



## **CENTRAL FACILITIES**

#### Reporting Period: September 16, 2023 – October 13, 2023

Property	Emergency	Urgent	Routine	Vacant Unit Turns	Extermination	Current Total # of WO	Outstanding Total # of WO	Previous Reporting Total # of WO
Alexandria Crossing (Old Dominion & West Glebe)	1	8	17	0	0	26	4	47
Andrew Adkins	5	7	20	1	5	38	10	46
BWR (Braddock, Whiting & Reynolds)	2	2	9	0	1	14	5	28
Chatham Square	1	0	5	0	0	6	1	24
Hopkins-Tancil	3	3	27	0	1	34	5	81
James Bland I, II, IV)	2	3	21	0	1	27	8	44
James Bland V	1	2	12	0	0	15	5	36
Ladrey Highrise	7	7	15	0	3	32	2	73
Miller Homes	1	0	4	0	0	5	1	15
Park Place & Saxony Sq.	0	4	6	1	0	11	6	20
Pendleton Park	1	1	8	0	0	10	4	10
Princess Square	1	3	18	1	4	27	7	49
Quaker Hill	1	2	11	1	3	18	6	29
Samuel Madden	1	3	8	0	1	13	1	27
Scattered Sites I, II, III	5	4	24	1	4	38	11	62
TOTAL	32	49	205	5	23	314	76	591



#### **DEVELOPMENT**

#### A. LINEAGE AT N. PATRICK STREET

#### PROJECT CLOSEOUT

ARHA staff continues to wait for additional information from Virginia Housing in order to complete and receive the 8609 certificate.

Capital One has released the equity escrowed amount (approximately \$100,000) and as agreed with Enterprise, ARHA will apply toward deferred development fee.

The property continues to perform with 100% occupancy after reaching project stabilization.

#### **B. SAMUEL MADDEN REDEVELOPMENT**

On October 4, the BAR unanimously approved the submitted design changes with glowing comments for the design changes. The certificate of appropriateness was approved and the team submitted the Permit set for review by the building department. Madden residents and ARHA staff were present for this momentous event.

The city has received additional language for the historic mitigation MOA which is expected to be signed later in October.

#### C. LADREY HIGH RISE REDEVELOPMENT

The Development Team submitted the Completeness #2 package on September 19<sup>th</sup> and that evening we conducted our second at-large community meeting that was very well attended. The response from staff on our Completeness #2 package were not substantive and require that we go straight to a Verification of Completeness which will be submitted on October 19.

The Development Team presented to the Landlord Tenants Relations Board on October 4 with a strong memo of support from City Staff and the project received approval of the draft Tenant Relocations Plan. The Development Team made a presentation at the third UDAC meeting on October 11 and the project was approved. We anticipate approval of the Completeness Package in November. The development team is still on target for a planning commission approval and a city council approval by February 2024. City staff has indicated that the project might be ready for submission to the Commission and the City Council in January 2024.

Our development partner and the relocation consultants project that the relocation of residents will commence in Q3 2024 with a financial closing projected for Q2 2025.

#### D. RAD & RE-SYNDICATION



**RAD**: We continue to make substantial progress. We anticipate that the two James Bland properties will close in October and the Old Dominion closing is projected to be in November 2023.

**Re-Syndication**: The buyout of the limited partner interest in Chatham Square is expected to be completed by the end of October. Staff has reviewed the cost estimates for BWR and Chatham and will commence sizing the potential deal and prepare the initial financial analysis to determine if the project will be a RAD or qualify for RAD Blend.

#### TAX CREDIT PORTFOLIO

June month-end financial and occupancy reports for all tax credit properties are underway for distribution to the tax credit investors. Fiscal Year 2022 operating budgets have been distributed to tax credit investors. 2022 annual investor audit of Pendleton Park is underway. HUD Rental Assistance Demonstration (RAD) applications for James Bland I, James Bland II, and Old Dominion are underway. These will be straight conversions with no critical or non-critical repair needs. We have received initial HUD approval through a Commitment to Enter into a Housing Assistance Payment (CHAP) for each property. We have subsequently prepared and submitted financing plans and are working through the process to secure the final HUD RAD conversion commitment before moving to closing. Our counsel has also engaged VHD and Boston Financial to prepare for closing as well. Based on feedback from HUD the financial analysis reports are being updated for resubmission. Virginia Housing has scheduled Tax Credit and Lender inspections for Chatham Square, BWR, Quaker Hill, and James Bland I and II at the end of July.

#### RESIDENT SERVICES

#### **RACS Operational Report Updates**

Resident and Community Services (RACS) staff maintain their outreach efforts that include phone calls, emails, wellness checks, resource referrals, daily assistance, and other necessary activities to provide residents the service they need.

Alfred Street Baptist Church continues to do their part in battling food insecurity in Alexandria, and specifically helping ARHA families in need. They held their annual Feed the 5000 event at George Washington Middle School, where over 100 families received a week's supply of shelf stable groceries, along with fresh fruit and produce. Families were also provided with \$150 in grocery store and visa gift cards to assist with other household needs.

Seniors from Ladrey and the Senior Center at Charles Houston are continuing to focus on their health by participating in the Fall Robust Walkathon in Ben Brennan Park. Sponsored by the Successful Aging Committee, the event features group leaders who facilitate seniors through different exercise stations to learn how to:

- Weave low-intensity exercises into a walk
- Use environmental objects as exercise props and
- Gain balance, strength, agility, flexibility, and endurance.

Public Safety representatives from the Alexandria Sheriff's and Alexandria Fire Departments were special guests this year, along with PK Silver who provided a mini tutorial on Parkour.

Lastly, the Concerned Citizens Network of Alexandria (CCNA), recently awarded their 2023 Community Changemaker awards. The awards acknowledge individuals for their unwavering dedication and steadfast commitment to ensuring housing equity and community well-being. One of the recipients for this year is Gaynelle Diaz, RACS Director at ARHA.









SUCCESS AGING COMMITTEE FALL ROBUST WALKATHON EVENT



## **II. ASSET MANAGEMENT**



## A. PERFORMANCE INDICATORS FOR BOARD MONITORING OF PUBLIC HOUSING, BV, MOD & MARKET RENT

	Indicator	Aug 2023	Sept 2023	Benchmark Goal	HUD's Standard	Comments
1	Occupancy Rate ACC units (PH)(*)	99%	99%	98%	98%	>98% = 16pts 96% - 98% = 12pts 94% - 96% = 8pts 92% - 96% = 4pts 90% - 92% = 1pt <90% = 0pts (General Public Housing only)
2	Occupancy Rate (Mkt. Rate) (*) (PBV/MOD)	100%	99%	97%	96%-99%	Market Rate & MOD units are not scored by HUD for PHAS or SEMAP. PBV is included in SEMAP
3	Tenant Acc. Receivables (TARs) – Occupied Units (*)	98%	98%	98%	<1.5%	<1.5% - 5pts 1.5% - 2.5% = 2pts >2.5% = 0pts
4	Tenant Account Receivables (TARs) – Vacated / Evictions (*)	69%	48%		Loss Debt Collections	Vacated TARs will be written off by the FYE for PHAS compliance

<sup>(\*)</sup> values are estimated and rounded up/down.

#### **B. OCCUPANCY RATE**

Public Housing had an average occupancy rate of 99%. Individual Performance data by property is as follows:

PUBLIC HOUSING	Aug 2023	Sept 2023
Samuel Madden	100%	100%
Andrew Adkins	98%	98%
Ladrey Highrise	100%	99%
Scattered Sites I	98%	96%
Scattered Sites II	93%	97%
Scattered Sites III	98%	100%
Saxony Square	100%	100%
Park Place	100%	100%
Chatham Square	98%	98%
Braddock & Whiting	100%	100%
Reynolds	100%	100%
Old Dominion	100%	100%
West Glebe	100%	100%
James Bland I, II, IV	100%	99%
Lineage	100%	100%



#### C. PROGRAM UTILIZATION & VACANCY REPORTING

The current program utilization rates for all housing programs are as follows:

	Aug 2023	Sept 2023
Housing Choice Voucher	100%	100%
Moderate Rehabilitation	99%	99%
Project Based Section 8	99%	99%
Low Rent Public Housing	98%	99%
Market Rate (Affordable Dwelling		
Units)	99%	99%

#### D. VOUCHER MANAGEMENT SYSTEM (VMS)

Data reported for Sept 2023:

	<b>Sept 2023</b>
Homeownership	14
Homeownership New this Month	0
Family Unification	38
Portable Vouchers Paid	25
Tenant Protection	47
All Other Vouchers	1430
Number of Vouchers Under Lease on the last day of the month	1554
HA Owned Units Leased – included in the units lease above	152
New Vouchers issued but not under contract as of the last day of the month	28
Portable Vouchers Administered	13
Number of Vouchers Covered by Project-Based AHAPs and HAPs	116



#### E. VACANCY ACTIVITY TRACKING REPORT MARKET RATE UNITS

Developments	Total # of Units	Total Occupied units 08/31/2023	Total Occupied units 09/30/2023	Current # Vacant
Princess Square	68	68	68	0
Quaker Hill	60	60	59	1
Hopkins-Tancil	108	108	108	0
Miller Homes	16	16	16	0
Pendleton Park	24	24	24	0
Old Town Commons V	54	54	54	0
Lineage	46	46	46	0
TOTALS	376	376	375	1



#### F. VACANCY ACTIVITY TRACKING REPORT PUBLIC HOUSING UNITS

Developments	Total#of Units	Total Units Occupied 08/31/2023	Total Units Occupied 09/30/2023	Current # Vacant
Ladrey Building	169	169	168	1
Chatham Square.	52	51	51	1
Old Town Commons I	18	18	18	0
Old Town Commons II	18	18	17	1
Old Town Commons IV	44	44	44	0
S. Madden Homes	65	65	65	0
A. Adkins Homes	89	87	87	2
Scattered Sites 410	50	49	48	2
Scattered Site 411	30	28	29	1
Scattered Site 412	41	40	41	0
Braddock	6	6	6	0
Whiting	24	24	24	0
Reynolds	18	18	18	0
Saxony Square	5	5	5	0
Park Place	38	38	38	0
West Glebe	48	48	48	0
Old Dominion	36	36	36	0
Lineage	6	6	6	0
TOTALS: (values are rounded up/down)	757	750	749	8



#### **G. WAITING LIST STATISTICS**

Waiting List Type	Currently Active on the Waiting list Sept 2023
HCVP	11,241
MOD Rehab	
(1) bedroom	755
(2) bedroom	865
(3) bedroom	954
(4) bedroom	74
General Public Housing	
(1) bedroom	4076
(2) bedroom	2932
(3) bedroom	1636
(4) bedroom	166
Elderly / Disabled	
(1) bedroom	88
BWR	
(2) bedroom	1807
(3) bedroom	1101
Chatham Square	
(2) bedroom	1840
(3) bedroom	25
West Glebe / Old Dominion	
(1) bedroom	1950
(2) bedroom	1850
(3) bedroom	1167
(4) bedroom	14
OTC I, II, IV	
(2) bedroom	1800
(3) bedroom	1130



#### H. CERTIFICATIONS ACTIVITY

HOUSING CHOICE VOUCHER	Aug 2023	Sept 2023
Pre-Admission/Eligibility	0	0
Request for Tenancy Approval	12	20
New Move-in/Change of Unit/Port-in	12	20
Interim Change	53	58
Annual Reexamination	107	102
End of Participation	4	2
PUBLIC HOUSING		
Pre-Admission/Eligibility	8	3
Request for Tenancy Approval	0	0
New Move-in/Change of Unit/Port-in	5	4
Interim Change	18	19
Annual Reexamination	52	60
End of Participation	6	4
MODERATE REHABILITATION		
Pre-Admission/Eligibility	0	0
Request for Tenancy Approval	0	0
New Move-in/Change of Unit/Port-in	0	0
Interim Change	3	5
Annual Reexamination	9	8
End of Participation	0	0
PROJECT BASED VOUCHER		
Pre-Admission/Eligibility	2	0
Request for Tenancy Approval	1	0
New Move-in/Change of Unit/Port-in	1	0
Interim Change	8	6
Annual Reexamination	8	5
End of Participation	1	0
TOTAL CERTIFICATIONS COMPLETED	310	316



#### I. INSPECTIONS

Inchaotiona		
Inspections	August 2023	September 2023
# of annual/return Inspections	220	52
# of Initial/Re-inspections	51	17
# of Final Failed Inspections	1	0
# of Abatements	1	0
# of Emergency/Special Inspections	3	0
# of Missed Inspections (no show)	33	6
# of quality control inspections conducted	3	13

#### J. COMPLIANCE / SAFETY

#### 1. Quality Assurance Activities

Number of Files Reviewed Audit Files*	August 2023	September
Recertification's	40	51

A minimum of 20% of the monthly recertification caseload is reviewed by Quality Control

Number of Recertification's Files With Errors /Recert Info	August 2023	September 2023
# of Recert Files w/ Errors	6	6

#### 2. Public Safety

The following table provides a summary of the legal activities initiated by staff to enforce lease compliance, including but not limited to non-payment of rent or other charges, violation of the lease agreement unrelated to rent payment, and actions initiated by the Alexandria Police Department as a result of illegal activities, including drugs.

Types	August 2023	September 2023
Bar Notices issued	0	0
Late Notices	223	203
Unlawful Detainers	63	9
Evictions (legal)	1	0
Evictions (drugs)	0	0



#### **K. RENT COLLECTION**

ARHA properties collected cash at **74**% of rent charged for **September 2023**. Individual performance by property is as follows:

	August 2023	September 2023
Samuel Madden	45%	42%
Andrew Adkins	59%	58%
Ladrey High-Rise	97%	94%
Scattered Sites I	99%	85%
Scattered Sites II	72%	58%
Scattered Sites III	35%	35%
Chatham Square	79%	95%
Braddock	40%	100%
Whiting	62%	56%
Reynolds	98%	99%
Old Dominion	92%	77%
West Glebe	67%	73%
James Bland I	82%	67%
James Bland II	32%	33%
James Bland IV	72%	70%
TOTAL	69%	70%
MARKET RATE/TAX		
CREDIT/PBV	August 2023	September 2023
Quaker Hill	73%	63%
Princess Square	63%	66%
Millers Homes	92%	90%
Pendleton Park	62%	70%
James Bland V	53%	48%
Saxony Square (PBV)	100%	100%
Park Place (PBV)	60%	56%
TOTAL	72%	71%
MOD/PBV	August 2023	September 2023
Hopkins-Tancil	87%	80%
TOTAL	87%	80%

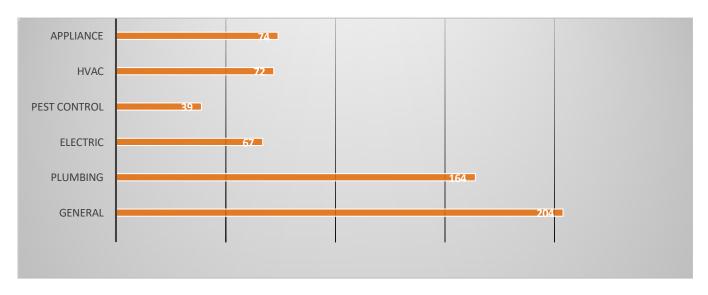
<sup>\*</sup>Market Rate properties: only reflects tenants' portion of the rent, the breakdown doesn't show HAP received for the properties.



## **IIII. CENTRAL FACILITIES**



#### A. APRIL WORK ORDER ACTIVITY TOTAL: 620



Properties	General	Plumbing Repair Work	Electric Repair	Pest Control	HVAC Work	Appliar Repa Work	ir	Current Total # of Work Order	Prev. Month Total # of Work Order	2023 Year to Date Total # of Work Orders	2022 Year End Total # of Work Orders
Administrative Building	0	0	0	0	0	0		0	3	14	14
Alexandria Crossing (Old Dominion & West Glebe)	8	12	3	1	10	5		39	66	585	674
Andrew Adkins	26	18	2	1	7	5		59	54	555	1018
BWR (Braddock, Whiting & Reynolds)	7	9	4	3	0	10	)	33	41	286	477
Chatham Square	5	6	3	1	1	5		21	41	331	566
Hopkins-Tancil	23	13	13	4	8	3		64	91	569	1021
James Bland I, II, IV	26	11	6	4	6	5		58	42	337	612
James Bland V	6	10	4	1	2	10	)	33	35	294	343
Ladrey Highrise	15	12	14	5	8	7		61	81	512	893
Miller Homes	4	6	1	1	6	1		19	15	99	157
Park Place & Saxony Sq.	3	7	1	2	3	0		16	36	107	226
Pendleton Park	5	3	3	0	2	4		17	19	180	176
Princess Square	24	20	2	4	5	5		60	73	548	694
Quaker Hill	26	7	5	1	6	6		51	41	242	367
Samuel Madden	2	14	4	1	1	0		22	22	494	359
Scattered Sites I, II,	24	16	2	10	7	8		67	100	702	1258
TOTAL	204	164	67	39	72	74	4	620	760	5855	8855



#### **B. WORK IN PROGRESS**

**Integrated Pest Management Services:** 

- Pest Services Company (PSC) and Pest Masters provide pest control management that includes routine inspections and treatments for various insects in ARHA units on a quarterly as well as requested basis (via work orders). Quarterly inspections and treatments are instrumental regarding decreasing the number of requests and complaints in between the scheduled quarterly services. The next Quarterly treatments are scheduled to begin in October 2023.
- The Samuel Madden, Andrew Adkins, Princess Square, Chatham Square & Hopkins Tancil properties are the exceptions, as routine inspections, treatments, and Dust & Drills are performed monthly with a follow up performed 2 weeks after the treatment. The Dust & Drill method consists of drilling small holes and inserting poison into the wall cavity. The Exterminator then conducts an inspection in the unit to locate possible points of entry and seal the entry holes with a material that should prevent the rodents from penetrating the area. Residents are notified and reminded of the upcoming extermination appointments by two (2) different methods. Notices are hand delivered by staff, and a property wide blast email is sent to all residents who provide email addresses. The next monthly treatment dates are as follows:
  - Princess Square 9/1 & 9/15/2023
  - Chatham Square 9/8 & 9/22/2023
  - Andrew Adkins 9/11 & 9/18 & 9/25
  - Ladrey floors 7-11 9/6 & 9/21/2023
  - Ladrey floors 1-6 9/7 & 9/22/2023
  - Hopkins-Tancil 9/14 & 9/5
  - Samuel Madden 9/20 & 9/27/2023



## **VI. FINANCE**



#### Alexandria Redevelopment & Housing Authority September and YTD 2023 Budget vs Actual For the Period Ending September 30, 2023

	FY 2023 YTD	FY 2023 YTD (January 1, 2023 September 30, 2023)							
	Γ	Total	Total	Variance	:	Total	Total	Variance	;
	Annual Budge	Budget	Actual	\$	%	Budget	Actual	\$	%
Operating Revenue									
Dwelling Rent	4,626,549	385,546	515,103	129,557	34%	3,469,912	4,215,283	745,371	21%
Rental Assistance	4,513,978	376,165	373,544	(2,621)	-1%	3,385,484	3,761,113	375,630	11%
Governmental Grants	28,126,997	2,343,916	2,542,769	198,853	8%	21,095,248	20,168,873	(926,375)	-4%
Management/Fee for Service	4,568,690	380,724	275,553	(105,171)	-28%	3,426,518	3,382,784	(43,734)	-1%
HCVP Asset Management Fee	2,701,865	225,155	378,361	153,205	68%	2,026,399	1,968,836	(57,563)	-3%
Operating Subsidy	4,503,500	375,292	361,297	(13,995)	-4%	3,377,625	3,204,358	(173,267)	-5%
Investment Income	175,533	14,628	15,141	514	4%	131,650	150,668	19,018	14%
CY Transfers	713,993	59,499	-	(59,499)	-100%	535,495	-	(535,495)	-100%
Other Income	2,062,620	171,885	120,848	(51,037)	-30%	1,546,965	1,635,915	88,950	6%
		· · · · · · · · · · · · · · · · · · ·	·						
<b>Total Operating Revenue</b>	51,993,725	4,332,810	4,582,616	249,806	6%	38,995,294	38,487,830	(507,464)	-1%
Operating Expenses									
Administration	8,833,536	736,128	867,520	131,392	18%	6,625,152	7,149,742	524,590	8%
Tenant Services	867,189	72,266	44.896	(27,370)	-38%	650,392	523,245	(127,146)	-20%
Utilities  Utilities	1,804,040	150,337	163,331	12,994	9%	1,353,030	1,407,963	54,933	4%
Ordinary Maintenance & Operations	6,283,932	523,661	342,821	(180,840)	-35%	4,712,949	4,706,740	(6,209)	0%
Protective Services	462,776	38,565	31,160	(7,405)	-19%	347.082	248,302	(98,780)	-28%
General Expense	2,689,410	224,118	185,158	(38,959)	-17%	2,017,058	1,682,016	(335,041)	-17%
Housing Assistance Payments	28,126,997	2,343,916	2,404,196	60,280	3%	21,095,248	21,293,504	198,256	1%
Debt Service	582,768	48,564	49,455	891	2%	437,076	445,098	8,022	2%
CY Reserves	2,343,077	195,256	-	(195,256)	-100%	1,757,308	-	(1,757,308)	-100%
<b>Total Operating Expense</b>	51,993,725	4,332,810	4,088,539	(244,272)	-6%	38,995,294	37,456,612	(1,538,682)	-4%
NET SURPLUS (DEFICIT)	-	-	494,078	494,078		-	1,031,218	1,031,218	

The Annual Budget will include Lineage at the end of the year



	Agency			Cent	tral Office (C.	0.)	HCVP			
	Total Actual	Total Budget	Over/ (Under) Budget	Total Actual	Total Budget	Over / (Under) Budget	Total Actual	Total Budget	Over / (Under) Budget	
Operating Revenue										
Dwelling Rent	4,215,283	3,469,912	745,371	_	-	-	-	-	-	
Rental Assistance	3,761,113	3,385,484	375,630	-	-	-	_	-	_	
Governmental Grants	20,168,873	21,095,248	(926,375)	-	-	-	20,168,873	21,095,248	(926,375)	
Management/Fee for Service	3,382,784	3,426,518	(43,734)	3,303,047	3,426,518	(123,471)	-	-	-	
HCVP Asset Management Fee	1,968,836	2,026,399	(57,563)	-	-	-	1,968,836	2,026,399	(57,563)	
Operating Subsidy	3,204,358	3,377,625	(173,267)	-	-	-	-	-	-	
Investment Income	150,668	131,650	19,018	4,149	4,500	(351)	3,545	3,451	94	
CY Transfers	-	535,495	(535,495)	-	103,509	(103,509)	-	-	-	
Other Income	1,635,915	1,546,965	88,950	498,719	492,998	5,721	19,968	98,048	(78,080)	
Total Operating Revenue	38,487,830	38,995,294	(507,464)	3,805,914	4,027,525	(221,610)	22,161,221	23,223,145	(1,061,924)	
Operating Expenses										
Administration	7,149,742	6,625,152	524,590	2,312,774	1,944,768	368,006	1,353,008	1,442,026	(89,018)	
Tenant Services	523,245	650,392	(127,146)	160,446	159,169	1,277	-	37,500	(37,500)	
Utilities	1,407,963	1,353,030	54,933	89,113	80,459	8,654	4,525	_	4,525	
Ordinary Maintenance & Operations	4,706,740	4,712,949	(6,209)	1,342,920	1,270,877	72,044	5,740	10,973	(5,232)	
Protective Services	248,302	347,082	(98,780)	3,412	1,622	1,790	188	196	(8)	
General Expense	1,682,016	2,017,058	(335,041)	533,200	570,631	(37,431)	224,332	325,545	(101,213)	
Housing Assistance Payments	21,293,504	21,095,248	198,256	-	-	-	21,293,504	21,095,248	198,256	
Debt Service	445,098	437,076	8,022	-	-	-	-	-	-	
CY Reserves	-	1,757,308	(1,757,308)	-	-	-	_	311,657	(311,657)	
<b>Total Operating Expense</b>	37,456,612	38,995,294	(1,538,682)	4,441,864	4,027,525	414,339	22,881,297	23,223,144	(341,847)	
NET SURPLUS (DEFICIT)	1,031,218	-	1,031,218	(635,950)	-	(635,950)	(720,076)	1	(720,076)	

The Annual Budget will include Lineage at the end of the year



	VHD LLC			Affo	ffordable Properties			LIPH Properties			
	Total Actual	Total Budget	Over / (Under) Budget	Total Actual	Total Budget	Over / (Under) Budget	%	Total Actual	Total Budget	Over / (Under) Budget	0/0
Operating Revenue											
Dwelling Rent	-	-	-	1,836,449	1,611,405	225,044	14%	2,378,834	1,858,507	520,327	28%
Rental Assistance	-	-	-	3,756,878	3,385,484	371,395	11%	4,235	-	4,235	NB
Governmental Grants	-	-	-	-	-	-	NB	-	-	-	NB
Management/Fee for Service	-	-	-	29,436	-	29,436	NB	50,302	-	50,302	NB
HCVP Asset Management Fee	-	-	-	-	-	-	NB	-	-	-	NB
Operating Subsidy	-	-	-	10	41,396	(41,386)	-100%	3,204,348	3,336,230	(131,881)	-4%
Investment Income	114,660	97,499	17,161	4,029	1,463	2,566	175%	24,286	24,738	(452)	-2%
CY Transfers	-	4,735	(4,735)	-	-	-	NB	-	427,251	(427,251)	-100%
Other Income	1,002	621,752	(620,750)	135,489	60,762	74,727	123%	980,737	273,406	707,332	259%
Total Operating Revenue	115,662	723,985	(608,323)	5,762,290	5,100,509	661,782	11%	6,642,742	5,920,131	722,611	11%
Operating Expenses											
Administration	768,906	686,012	82,895	1,216,374	962,815	253,560	26%	1,498,680	1,589,532	(90,852)	-6%
Tenant Services	-	-	-	180,082	242,824	(62,742)	-26%	182,717	210,899	(28,182)	-13%
Utilities	1,132	-	1,132	388,349	395,168	(6,818)	-2%	924,845	877,404	47,441	5%
Ordinary Maintenance & Operations	238	509	(272)	1,402,349	1,580,986	(178,637)	-11%	1,955,493	1,849,605	105,888	6%
Protective Services	47	-	47	16,317	13,535	2,782	21%	228,337	331,729	(103,391)	-31%
General Expense	63,971	37,464	26,507	329,825	497,396	(167,571)	-34%	530,689	586,022	(55,333)	-9%
Housing Assistance Payments	-	-	-	-	-	-	NB	-	-	-	NB
Debt Service	-	-	-	445,098	437,076	8,022	2%	-	-	-	NB
CY Reserves	-	-	-	-	970,710	(970,710)	-100%	-	474,941	(474,941)	-100%
<b>Total Operating Expense</b>	834,294	723,985	110,309	3,978,396	5,100,509	(1,122,113)	-22%	5,320,761	5,920,131	(599,370)	-10%
NET SURPLUS (DEFICIT)	(718,633)	-	(718,633)	1,783,895	(1)	1,783,895		1,321,982	-	1,321,982	



## **V. DEVELOPMENT**



#### I. DEVELOPMENT

#### A. LINEAGE AT N. PATRICK STREET

Capitol One released approximately \$93,000 of tax credit equity that the bank held in escrow. The funds will be used to reduce a portion of the outstanding deferred developer's fee. ARHA staff all the information requested by Enterprise, and they are currently reviewing it. Once they have accepted all the submitted information, Enterprise will release the balance of any second and third installments that may be available. Staff also continues to pursue the 8609 application previously submitted to Virginia Housing. Once we have the approved 8609 we will submit to Enterprise for release of the fourth and final equity release and project closeout. We have not received an expected date for approval from Virginia Housing.

On the operating side, the property continues to perform as projected; with 100% occupancy and positive cash flow.

#### **B. SAMUEL MADDEN REDEVELOPMENT**

On October 4, the commissioners of the BAR unanimously approved the submitted redesign of the North and South buildings and approved issuance of a Certificate of Appropriateness. The commissioners reviewed the story boards presented at the hearing and listened to the presentation from Torti Gallas. The commissioners voted with only glowing comments for the team. The permit set was submitted to the building department for issuance of a demolition and building permit. This process regularly takes up to 8 months to complete.

Madden residents attended the meeting and gave the commissioners a standing ovation for their vote. One resident commented with joy that this was one more step toward going to a new home.

The Section 18 application was submitted to HUD. Staff will stay on top of the application so that it moves along without problems. The PNA for Madden resulted in the property meeting the criteria for disposition based on obsolescence. Regarding the Environmental Report, city staff are reviewing all the materials and should issue the ER approval this month.

The city staff received all additional comments that it needed and informed us that the MOA for mitigation of the historic zone appeared to be ready for signature this month. The Oral History project continues to move forward.

Securing the sufficient amount of bonds to support financing of the north building continues to be a concern. The development team will be reaching out to political leaders and ARHA commissioners for support of bonds from the governor's pool. Regarding the South Building, potential equity investors will be touring the site in mid-October. Mill Creek will be submitting to their investment committee for an equity investor by the end of the month.

#### C. LADREY HIGH RISE REDEVELOPMENT



The development team presented the project to the UDAC on October 11 and received unanimous approval from the committee. There were no substantive comments from either the Commission or the public on the project. The team will be submitting the Verification of Completeness package to the City on October 19<sup>th</sup>. The team is preparing the final design package for submission of Completeness application in late October.

The development team held a resident engagement meeting on September 28 and continued to have a very strong turnout of 65-75 residents. Our next resident engagement meeting is scheduled for October 26. We have started having community meetings with immediate neighbors starting with Anne B. Rose. We will continue to meet with Annie B. Rose due to their proximity and the anticipated construction easements/agreements required for the construction phase.

The Development Team will be meeting with the city Council on Aging staff to brief them on the project. The meeting is scheduled for the last week of October. Immediately after meeting with the Council, the team will meet with the AHAAC in early November.

We anticipate another community meeting in late October or early November and to receive approval of our Completeness package from the city staff in November. Past community meetings have not resulted in substantive discussions or any opposition. Based on this projected schedule, we plan to start socializing the project to the City Council in late November and seek City Council approval in January of 2024.

#### D. RAD & RE-SYNDICATION

<u>RAD</u>: The HUD reviewer has stated that we will close first on James Bland 1 & 2 in October and West Glebe in November.

<u>Re-Syndication</u>: The limited partners have agreed to withdraw no later than October 31, 2023. Staff has commenced sizing the potential re-syndication deal. The first step will be to determine if the project qualifies for a RAD Blend, thereby allowing the deal to carry more debt.

#### E. CITY FUNDING FOR DEVELOPMENT

ARHA continues to draw down on the \$1.9M Capital Grant awarded by Virginia Housing. The outstanding scope items include handicap accessibility in a number of ARHA properties. We have revised the plans for Old Dominion and West Glebe and added James Bland per the direction of the Asset Management department, for conversion of additional accessible two-bedroom units. We have begun scope and layout work for the architecture firm The Amar Group. We plan to have layouts with updated budgets in late October.

ARHA continues to draw down on the previously awarded \$300,000 City of Alexandria planning loan.



#### F. OTHER PROJECTS

#### **Bonds**

ARHA is expected to close on a \$3.2M line of credit with KeyBanc this month. These funds will be used for development related expenses including closing cost for the RAD conversion (if necessary), buyout of the limited partners in the Chatham partnership, and predevelopment costs. Any released funds from the equity line will be paid with ARHA funding including future development fees.

Regarding the S&P rating, we are waiting, in part, for the implementation of the Yardie software so that the financial management unit at ARHA will be stronger and with the ability to track data utilizing industry standards. We anticipate submission of the rating package in Q2 2024. As we have previously mentioned, S&P rating is required for ARHA to issue general revenue bonds for future development projects.

#### **Andrew Adkins**

The Section 18 disposition application has been submitted.

#### Cameron Valley

Staff continues to review the draft PNA. The property qualifies for disposition based on obsolescence. We are reviewing to ensure that the report captures the previous engineering studies procured by ARHA.

#### Strategic Plan

We are working with department heads to update the strategic plan and provide more detail of what each department will do from 2023 through 2024.

#### **G. TAX CREDIT PORTFOLIO**

June month-end financial and occupancy reports for all tax credit properties are underway for distribution to the tax credit investors. Fiscal Year 2022 operating budgets have been distributed to tax credit investors. 2022 annual investor audit of Pendleton Park is underway. HUD Rental Assistance Demonstration (RAD) applications for James Bland I, James Bland II, and Old Dominion are underway. These will be straight conversions with no critical or non-critical repair needs. We have received initial HUD approval through a Commitment to Enter into a Housing Assistance Payment (CHAP) for each property. We have subsequently prepared and submitted financing plans and are working through the process to secure the final HUD RAD conversion commitment before moving to closing. Our counsel has also engaged VHD and Boston Financial to prepare for closing as well. Based on feedback from HUD the financial analysis reports are being updated for resubmission. Virginia Housing has scheduled Tax Credit and Lender inspections for Chatham Square, BWR, Quaker Hill, and James Bland I and II at the end of July.

We continue to respond to all investor inquiries regarding the state of our properties in terms of financial and operational stability by providing various metrics as requested.



## VI. RESIDENT & COMMUNITY SERVICES



#### A. RESIDENT ENROLLMENT & ENGAGEMENT

	Active	September New		
Properties	Enrollment (YTD)	Enrollment		
Hopkins-Tancil	46	0		
Chatham Square	27	0		
Samuel Madden	28	0		
Andrew Adkins	25	0		
James Bland V	71	2		
Princess Square	19	3		
Ladrey	15	0		
HCVP	68	0		
Scattered Sites	35	0		
City-wide	12	0		
TOTAL	346	5		

The table summarizes the active enrollment of ARHA residents in RACS programs. Programs meet regularly and incorporate recommended safety precautions from the Alexandria Health Department. Program descriptions are found below.

#### **RACS Program Descriptions**

#### • Senior Center @ Charles Houston:

- 1. Congregate Meals –For adults aged 60 and older, ARHA partners with the City to provide a nutritious lunch, which meets one third (1/3) of the daily dietary reference intakes requirements for participants, in accordance with federal, state, and local laws and nutrition guidelines.
- Krunch Bunch Provides services and resources for adults aged 60 and older. Activities
  consist of exercise classes, education seminars, analytical games, social, recreational,
  community-based events, and entertainment excursions to support independence and
  cognitive function.

#### Ladrey Highrise:

3. Activity Center - For seniors and adults with disabilities, Ladrey Highrise offers a variety of classes, activities, and special events that are supported by a cadre of volunteers,



partners, and coordinated by the Social Worker. The Social Worker also provides supportive services for seniors in the areas of Health & Medical, Daily Living skills, entitlements, transportation, home visits and assessments for specific provisions.

**Ruby Tucker Family Center:** Provides programming and initiatives for families, focused on education, enrichment, and empowerment.

- 3. Community Gardening Students at the Center plan and maintain a garden from March November, while adults may sign up for a family plot to do the same. In addition to realizing the benefits of growing their own produce, participants learn about healthy methods of preparing the food they harvest. (Meeting weekly from March October).
- 4. FACE/LINK Club In partnership with ACPS, students are provided with afterschool tutoring and enrichment for students in grades K 8, through a 21<sup>st</sup> Century Community Learning Center grant. There is also a large emphasis on Parent Engagement and improving the home-community-school connection to equip parents with tools to build their capacity to create a positive change in their own lives. (Meeting after school daily at Jefferson Houston Elementary and Ruby Tucker Family Center and for summer programming at specific locations).
- 5. Ruby Tucker Readers Students participate in a weekly read aloud session or book club, depending on the grade level, with volunteers. At the end of the session, students select a book to keep and take home. (Meeting once a week).

#### ROSS:

6. The Resident Opportunities for Self Sufficiency (ROSS) program provides case management and offers resources to residents of Traditional Public Housing to assist in the areas of Childcare Services, Adult Basic Education/Literacy Classes, High School Diploma/GED Classes, Job Training Skills, Financial Literacy, and Health Care. The coordinator assists residents in developing plans that meet the overall program goals of achieving economic selfsufficiency and reducing dependence on any type of subsidized housing or welfare assistance.

### **James Bland V Supportive Services**

7. The JBV SS program, which specifically services James Bland V residents aged 18 and over provides outreach programming and supportive services that focus on motivation and wellness. The program model is designed to transition residents to achieve residential and employment stability and link them to resources needed to obtain self-sufficiency.



#### B. HOUSEHOLD CONTACT BY PROPERTY

Resident and Community Services (RACS) staff have been assigned to specific properties to conduct outreach activity during the month. The outreach activity includes, but is not limited to, phone calls, emails, site visits, wellness checks, etc. Through the outreach efforts, staff connect with residents and determine their needs. We also coordinate with Asset Management and Maintenance Staff to share resident concerns that may be identified through our outreach efforts. The Household Contacts table below identifies the number of households staff contacted for September, broken down by property.

Household Contacts By Property	September 1 – September 30
Hopkins-Tancil	108
Chatham Square	45
Samuel Madden	60
Andrew Adkins	86
James Bland /OTC	94
Princess Square	60
Ladrey Highrise	161
West Glebe/Old Dominion	64
Pendleton Park/Park Place	48
Scattered Sites	65
HCVP/City-wide	38
Total	829

## C. VOLUNTEERS

Currently there are 35 active volunteers working with RACS' programs, to assist in the delivery of workshops or programming. For the month of September, volunteers assisted with LINK Club, conducted read aloud sessions, assisted with food distributions, community gardening, and special activities such as the Health and Wellness Fair. The table below indicates the number of service hours for the month and the value of their time.

# Active Volunteers	Month	# New Recruits	# Of Service Hours	Value of Service Hrs.
35	September	0	126	\$3,396.96



## D. SELF SUFFICIENCY PROGRAM STATISTICS

	ROSS	FSS
Number of Households Under Contract of Participation –		
YTD	55	72
Number of Households with Positive Escrow Accounts	N/A	32
Number of Households to Successfully Graduate – YTD	N/A	3

SERVICES/REFERRALS	September 2023	YTD
Healthcare & Medical	91	189
Financial Assistance/Literacy Education	27	38
Daily Living Skills/Entitlements	9	27
Transportation	98	894
Enrollments/Registrations/Assessments	3	57
Adult Basic Education/Literacy/GED	5	30
Job Training Skills/Programs/Certifications	2	13
Childcare Services	13	94
Other	8	54
TOTAL	256	1,396



#### F. PARTNERSHIPS

Provider / Partner	Event/Activity – September 2023	# Participants/ Families Served
Division of Aging & Adult	Meal on Wheels	8
Services (DAAS)		
	Food Distribution/Food Boxes/Eggs/Produce	204
ALIVE	(Multiple Locations – Ruby Tucker, Jefferson	
	Houston, Old Town Community)	
Capital Area Food Bank	Mobile Market	134
Alfred Street Baptist Church	Food Pantry	12
Alfred Street Baptist Church	Feed the 5000	103
Total	5	461

#### G. FUNDING / FINANCIAL SUPPORT

External Funding	In-Kind/Leveraged	ARHA	YTD TOTAL
\$	\$ 1,450	\$	\$35,076

### H. PROGRAM SUMMARY

September was bittersweet as we said farewell to the hot summer days, but hello to the fall festivities and football season! The Senior Center at Charles Houston ended the summer with an all-white celebration combined with the 51<sup>st</sup> Anniversary of the Center. Additionally, they gathered to kick off the NFL season with some team spirit and table decorations to cheer on their favorite teams and share banter about who would make it to the Superbowl.

Our students are also trying new activities, specifically in the performing arts. Thanks to a partnership with Charles Houston Recreation Center and Momentum Collective, Inc., we have twelve young ladies who are taking their first ballet class and learning all about this unique form of dance. Additionally, Momentum Collective is preparing a November production of Aladdin, Jr. Some of our youth participated in the tryouts and have been cast in the musical.

ARHA recently partnered with the Department of Recreation, Parks, & Cultural Activities, the Alexandria Health Department, Neighborhood Health, and others to host a Health and Wellness Fair for staff and residents. The event featured free vision screenings, flu shots, HIV testing, yoga demonstrations, and a host of other health and information resources for over 90 participants. Most notably, Alfred Street Baptist Church sponsored the mobile mammogram van operated by Breast Care of Washington, DC, who provided 14 mammograms for women who were over 40, and never had a mammogram screening.



Focusing on our health and wellness theme, Ladrey was also a host site for a pop-up Farmer's

Market. The mobile Farmer's Market is a program sponsored by the Division of Aging and Adult Services and Senior Services of Alexandria, to bring more fresh fruits and vegetables to seniors and low-income communities. Farmers set up a produce stand with a variety of fruits and vegetables and participants are also given vouchers with \$50 to purchase produce at the market. If participants do not spend all of their vouchers at the pop-up market, they may keep them and use them at any Farmers Market in the City of Alexandria.

# I. UPCOMING: TRAININGS / WORKSHOPS / COURSES / ORIENTATIONS / SPECIAL EVENTS

- Financial Literacy Workshop Charles Houston October 14<sup>th</sup> 10:00 am
- Financial Literacy Workshop Charles Houston October 16<sup>th</sup> 6:30 pm
- Fall Vaccination Clinic Ladrey Highrise October 18<sup>th</sup> 10 am 2pm
- Coat Distribution Charles Houston October 28<sup>th</sup> 10am 12pm
- Coat Distribution Samuel Tucker Elementary October 28<sup>th</sup> 1 pm 3pm
- Aladdin, Jr. Musical Lee Center/Kaufman Auditorium November 17<sup>th</sup> 7:00 pm
- Aladdin, Jr. Musical Lee Center/Kaufman Auditorium November 18<sup>th</sup> 7:00 pm
- Love Your Eyes Clinic Patrick Henry Recreation Ctr– November 18<sup>th</sup> 10:00 am
- Financial Literacy Workshop Charles Houston November 27<sup>th</sup> 6:30 pm
- Financial Literacy Workshop Charles Houston December 2<sup>nd</sup> 10:30 am



## J. PHOTOS









SENIOR CENTER AT CHARLES HOUSTON ALL-WHITE PARTY & 51<sup>ST</sup> CENTER ANNIVERSARY









**NFL SEASON KICK-OFF PARTY** 









## MOMENTUM COLLECTIVE BALLET CLASS

# **ARHA**











ALADDIN, JR. AUDITIONS/REHEARSALS/COSTUME PREPARATION











## EALTH AND WELLNESS FAIR FOR STAFF AND RESIDENT



## **VII. CONSENT DOCKET**



# **VIII. ACTION DOCKET**



# IX. OTHER BUSINESS



# X. NEWS ARTICLES / ANNOUNCEMENTS

