



**ARHA REDEVELOPMENT WORK GROUP**  
**March 19, 2026**  
**5:30 PM – 7:00 PM**  
**ARHA Conference Room**



**MEETING AGENDA**

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|---|---------------------|
| 1. Introductions  | Mayor Gaskins       |
| 2. Consideration of the February 19, 2026 Meeting Summary                                   | Work Group          |
| 3. Presentation on Section 18 Dispositions  | David Cortiella     |
| 4. ARHA Bond Timeline   | Sarra Mohamed ARHA  |
| 5. Other development updates:<br>a. Cameron Valley<br>b. Samuel Madden                      | Sarra Mohamed, ARHA |
| 6. ARHA Organizational Update<br>a. 2026 Budget<br>b. Resident Board Updates                | Rickie Maddox, ARHA |
| 7. Previous Requests<br>a. Compliance Concerns<br>b. Update on ARHA Residents' Balances Due | ARHA/City Staff     |
| 8. Other Business   | All                 |

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**UPCOMING MEETINGS**

April 16, 2026

• May 21, 2026

• June 18, 2026

**Alexandria Redevelopment and Housing Authority Redevelopment Work Group  
February 19, 2026  
Meeting Summary**

**Work Group Members**

Alyia Gaskins, Mayor, City of Alexandria  
John Chapman, Councilman, City of Alexandria  
Robert Dube, City of Alexandria Planning Commission  
Nathan Macek, ARHA Board of Commissioners

**City of Alexandria/Alexandria Redevelopment and Housing Authority Staff**

James Parajon, City Manager, City of Alexandria  
Christina Brown, City Attorney  
Helen McIlvaine, Director, Office of Housing  
Aspasia Xypolia, Deputy Director, Office of Housing  
Jose Gonzalez, Office of Housing  
Stephanie Sample, Department of Planning & Zoning  
Rickie Maddox, CEO, ARHA  
Sarrah Mohamed, ARHA  
Edwin Zelaya, ARHA  
Thomas Jones, ARHA  
Martin Lucero, ARHA  
Mark Jinks, Chair, ARHA Board of Commissioners  
Theresa Peterson, ARHA Board of Commissioners

Mayor Gaskins called the meeting to order at 5:36 p.m. Commissioners Robert Dube and Nathan Macek were present. Mayor Gaskins said Councilman Chapman would be joining via Zoom.

## **Consideration and Approval of December 10, 2025, and January 12, 2026, Meeting Summaries**

Mayor Gaskins moved to approve the December 10, 2025, and January 12, 2026 meeting summaries. Mr. Dube motioned to approve and Mr. Macek seconded it. The meeting summaries were approved.

### **1. Samuel Madden North Redevelopment**

Ms. Sarra Mohamed updated the Work Group on the Samuel Madden North Development.

Ms. Mohamed transitioned to talk about Section 3, which is a HUD program for low- and very low-income residents and local businesses to prioritize hiring, training, and contracting these workers. She said that one of ARHA's goals was to have training on Section 3 and the requirements soon. She said that the goal of the program was to get ARHA residents hired.

She talked about how a targeted Section 3 business is either 51% owned by a low-income person or 75% of the labor hours in the past 3 months were performed by a Section 3 worker. Ms. Mohamed presented FY 2025 income limits next to the Washington-Arlington and Alexandria HUD Metro FMR area. She said that HUD's 2026 income limits had not been released yet. She also presented information about a Section 3 survey that is available for ARHA residents to complete. She said that the available trades now were concrete and that once the project advanced to other trades, it was expected that opportunities would expand to trades like plumbing and carpentry.

Commissioner Robert Dube asked if ARHA had advertised these opportunities. Ms. Mohamed responded that for ARHA residents, ARHA did flyers and mass email. Also, she mentioned that Fairstead has a consultant who tracks the Section 3 requirements.

Ms. Mohamed transitioned to the Samuel Madden exterior wall mockup. She showed several images of the finishes and trims of the building. She shared that there was a construction issue at Samuel Madden on February 6, where the formed work gave way. Mayor Gaskins asked if everyone was okay. Ms. Mohamed said everyone is fine, with no injuries or project delays, and if there were, it would be 2–3 days. She also said that they were doing an investigation as to what had happened. Commissioner Dube asked if it had collapsed or if it had given in. Ms. Mohamed said that it had collapsed and that support had not been removed early.

### **2. Ladrey Rehabilitation**

Ms. Mohamed reported that The Ladrey is vacant. She said that ARHA must work on how to perform upkeep on the vacant building. There was one issue during the current snowstorm: one of the pipes burst. She said the original plan was to keep the staff in the basement, and ARHA was looking at the cost to fix the leaks. Mayor Gaskins asked if it would be cheaper to go ahead

and do the repairs given that ARHA was going to renovate the whole building. Ms. Mohamed said they couldn't find the leak's source or the sprinkler pipe's damage. Commissioner Dubey commented that the only reason to keep operating was if they had residents. Ms. Mohamed added they had reached out to third-party contractors, and they would be getting a quote.

Mayor Gaskins asked whether, if maintenance were going to be on the first floor, ARHA would still install a fence around the back end of the building. Ms. Mohamed added that if the pipe hadn't burst and the fire suppression systems had worked, ARHA would have done the fencing. She said that now, due to this incident and the possibility of break-ins, ARHA would have to build a fence. Ms. Mohamed added that these systems were being assessed, and if they were able to fix the issue, there would be no need to build a fence; however, if they were unable to fix it, they would have to construct a fence.

Ms. Mohamed pointed out that now ARHA has a website for The Ladrey, and people can sign up to get activity updates. She then moved on to the next topic of discussion and highlighted the boards displayed around the room, which show the building areas, landscape design, and the finishes of the units. She shared that the team visited The Ladrey to update ARHA residents at The Alate and offered anyone who was offsite the option to log in via Zoom. These were the boards that ARHA presented during the meeting, which create a visual connection between the front of the building and the back courtyard.

Ms. Mohamed stated that the team plans to apply for ARHA conduit bonds to finance the permanent debt on this project and that ARHA was planning to present it to their board the week of February 23-27. She said that after that, ARHA would bring it up to the ARHA Redevelopment Work Group's attention and seek approval from ARHA's board in March to finally bring it to City Council at the April meeting.

Ms. Mohamed said that ARHA had submitted their LIHTC application, which required 50% Design Development (DD) status, as some of the drawings demonstrated. She said that they plan on closing, and we're still projected to close this year, with a worst-case scenario of quarter 1, 2027.

Mayor Gaskins asked James Parajon about the role of the City Council in the bond issuance process, specifically whether the City Council would only vote to affirm the approval to move forward.

Helen McIlvaine answered the question, and she said that there was no role for the city beyond that of the ARHA group, just indicating that City Council understood and that there is no IRS requirement for a local governing body. Mayor Gaskins wanted to confirm that the ARHA was aiming for the April public hearing. Ms. Mohamed confirmed, and Ms. McIlvaine indicated, that the process wouldn't need a public hearing and it could be handled through a legislative meeting.

Mayor Gaskins mentioned that the city council had been approached by WinnCompanies to see if City Council could advocate for additional funding and financing for this project, and she said

she wanted to let ARHA know that the City Council had heard how important this project was for the city and that it was also a priority for the Council.

### **3. The Alate**

- a. Occupancy**
- b. Status of HAP Contract Implementation**
- c. Status of Programming/activities**

Ms. Mohamed reported that occupancy was 108 units occupied, 4 applications pending, 2 waiting to view units, and 19 vacant, which includes 12 that were 2bedrooms and 7 that were 1bedrooms. She said that they have goals to have a higher occupancy by the end of this month and for the full building to be occupied by the end of next month. Commissioner Nathan Macek had a question about the type of applicants who were looking to live in the vacant units and if they were market-rate applicants. Ms. Mohamed responded that two of the applicants had vouchers.

Ms. Mohamed reported that 117 units required a Housing Assistance Program (HAP) contract and that ARHA was going to initiate the HAP contract.

Ms. Mohamed added that ARHA had a new website for residents. She mentioned that ARHA was shifting to work through partnerships, the building was becoming very active, and these developments aligned with the original plan.

She said that ARHA was hoping that over time, they would have more activities. She also said that they've connected all the local activities to what's happening in the building. She went on to say that they had mentioned onsite staff during previous meetings, noting that the property has a property manager, a regional property manager who works part-time at the building, and that the third-party property management company has posted a job and is interviewing for an assistant property manager, along with providing 24-hour maintenance. She said that they're reassessing if they would need to add other staff to the building.

### **4. Other development updates:**

- a. Cameron Valley**
- b. Samuel Madden South**

Ms. Mohamed reported that ARHA had submitted the application for disposition back in June 2025, was collaborating with the small area plan commission, and had documents, renderings, and ideas for what could be built at the Cameron Valley site. She said that ARHA would be meeting with the commission and in February with ARHA's architect. She mentioned the

connection of this property to the whole community, and the greater vision was what ARHA had been working on so far.

Ms. Mohamed shared what ARHA envisioned could be built at the site. She explained the many options as to what was more economically useful as a builder and emphasized that ARHA was trying to avoid the maximum amount of wall and make sure the building functioned optimally with its surroundings.

Mayor Gaskins added that City Council got an excellent briefing on the Duke Street plan, and she was excited to see this listed as an opportunity site. Commissioner Macek asked if ARHA was working with planning staff to find a height map for this part of the planning process and if there was anything ARHA would need support with at this point. Ms. Mohamed replied that no support was required.

Mayor Gaskins mentioned the project's needs, and she mentioned some of the things that she thought City Council would discuss how the city could make this corridor feel cohesive, how the city could be envisioning green spaces, and how to have green spaces and wider pedestrian sidewalks as residents walk from bus stops. She mentioned that there are many small businesses, and she emphasized how the city plans to preserve spaces and how the city plans to have additional policy incentives to develop culturally diverse businesses along the corridor to incentivize them in the different spaces.

Ms. Mohamed indicated that at the back at the end of the site there was a public right of way that it ended at a roundabout. She said it currently did not take residents anywhere and did not connect to the school; she said residents walked on Duke Street, where there were lots of slopes and traffic. She added that the property seemed to turn its back on the community, and that both the school and the nearby houses felt like a dead end, as if accessed only from the rear, while noting that the entrance would likely be located at the back with services coming through there.

Mayor Gaskins asked Ms. Mohamed if there was anything she wanted to add to Samuel Madden South. Ms. Mohamed responded that ARHA is still working on the deal. She reported that of 36 total households, 31 had successfully relocated, 2 were scheduled to be relocated, 2 were pending application approval and unit inspections, and 1 household was actively looking for housing.

## **5. ARHA Organizational Update**

- a. 2026 Budget**
- b. Staffing Transitions**
- c. Eviction Pause and Tenant Ledger Accuracy**
- d. Compliance Concerns**
- e. Other Business**

Mayor Gaskins asked Ms. Maddox if this budget was similar to last year's and how the budget compared to previous years. Ms. Maddox responded that this year's budget showed the same trends as last year's.

Ms. Maddox said that ARHA had reviewed three candidates for the director of finance, including an internal candidate, but had not yet selected a director from the finalists.

Mayor Gaskins asked if in addition to a new director of finance, there were other positions that ARHA was actively recruiting. Ms. Maddox responded no.

Mayor Gaskins moved on to the eviction pause and tenant ledger accuracy. Ms. Maddox added that HUD was requiring ARHA to collect rents from ARHA residents. She said ARHA was working to formulate a plan that would meet HUD's requirements that they collect rent while avoiding evictions. She said that ARHA had been scrubbing ledgers and doing everything they could, working with ARHA systems so that when ARHA files on their residents it would be a good job. She said that ARHA's work has gone through compliance, and property management had to review it, and give the residents an opportunity to say ledgers did not look right to them. Ms. Maddox said that if residents did not respond to this process, that would be telling ARHA to move forward taking other steps.

Mayor Gaskins asked what new systems have been put in place. Ms. Maddox said that a new system that was put in place during the last year caused many problems. ARHA transitioned from 10 Max to a Yardi system. Ms. Maddox said that ARHA was not initially aware that when information was transferred from one system to another, hyperlinks were broken and data was twisted and in the wrong Yardi sections. Ms. Maddox said that ARHA had to fix these errors.

Ms. Maddox said that when ARHA fixed the errors they discovered landlords were not getting paid. She said that ARHA confirmed that landlords were not getting paid because there had not been any follow up on recertifications by ARHA. A program changed during that period, and ARHA was not aware that a recertification backlog was created.

Ms. Maddox explained that a recertification was when after a year it is time for a resident to recertify their income to stay in the program and prove eligibility. She explained that when a recertification was not done in the third month, it cut off payments for ARHA's landlords.

Mayor Gaskins asked if the backlog still existed. Ms. Maddox said no. Mayor Gaskins asked if ARHA was still using Yardi. Ms. Maddox said yes that that was ARHA's system. Ms. Maddox also said that before ARHA sends out notices, ARHA compliance and property management double-checks all the numbers to make sure all the information ties correctly.

Mayor Gaskins said that when a resident experience issues with a recertification or the ledger often, they don't call ARHA; they call City Council. She asked if there was a flow chart with instructions, so residents would know who to call. Also, Mayor Gaskins mentioned Legal Services of Northern Virginia and following the grievance process, and she wanted to understand

where that fit into the recertification process. Ms. Maddox responded that residents always had that opportunity for grievance, and that residents had many opportunities to go over ledgers as well as the recertification process. She thought Legal Services claims were reporting on issues that were old that ARHA had already corrected.

Mayor Gaskins asked if there was a “Know Your Ledger,” who to contact, or step-by-step training. Ms. Maddox responded that in the letter that ARHA sends out, it gives them the name of their property manager, and whom to contact if a resident needs to, if they want to go over more information in detail.

Mayor Gaskins asked if the letter had gone out to the residents. Ms. Maddox responded that no, it had not gone out to residents yet. Mayor Gaskins stated that City Council would like to see the presentation and to see the letter as well as get guidance on it and ARHA’s process.

Mayor Gaskins stated that one primary concern she had was whether anybody was facing and going through this process and if there was an inaccuracy that could have been prevented because it takes multiple City staff, DCHS staff and as well as churches to try to help a resident. Mayor Gaskins mentioned that even landlords were sending City Council emails because they had issues getting paid. Ms. Maddox responded that often when landlords were not getting paid, it was because residents had not recertified. What ARHA staff was doing was informing landlords ahead of time that there was going to be a delay because of a recertification not being completed by a tenant.

Commissioner Peterson commented that with respect to the landlords, she wanted to make sure there was no privacy laws being violated. If ARHA had a resident that was up for certification, for instance, and it was 30 days, or however long the process takes for recertification, to get the letters from the landlord to identify the individuals that were up for recertification, and that landlord could check if the resident had done their recertification because obviously they’re not getting paid.

Ms. Maddox responded that ARHA gives residents a 120-day notice to recertify and that if ARHA starts on 120 days prior and with ARHA’s new plan in place, landlords would be notified ahead of time and ARHA would send tenants reminders.

Mayor Gaskins asked what went into the recertification process. Ms. Maddox responded that residents have 120 days to produce pay stubs and income and all other information that was required, and that the more people in the house, more documentation was needed. Ms. Maddox said that each tenant was assigned a housing specialist.

Mayor Gaskins asked if a landlord did not find out about not getting paid until somebody had not recertified, and landlords were not getting paid. Ms. Maddox responded yes and that she needed to confirm when ARHA notifies landlords that a resident had not done their recertification and that this was something ARHA was working to ascertain.

Mayor Gaskins asked if that meant that most of the eviction spikes that City had seen last year were due to ledger inaccuracies because of the first problem with the Yardi system. Ms. Maddox responded no and that no one was evicted for an inaccurate ledger and that for anybody who was evicted, their ledgers were accurate and that that was how ARHA got the court-ordered judgment for the evictions.

Ms. Maddox mentioned that ARHA had almost a million dollars in delinquent rent and that they had 445 families who owed ARHA rent up to \$994,000 as of the last count and that when ARHA went through COVID, renters misunderstood that they didn't have to pay rent and renters thought that everybody had forgiveness. Ms. Maddox mentioned also that the person who was an ARHA employee didn't do her job, and that delinquency balances kept growing and that was the reason she was Ms. Maddox's first termination when she got to ARHA.

Mayor Gaskins asked what strategy for the 445 families was. Ms. Maddox said that all 445 families were going to get the balance due letter that ARHA's compliance team was putting together to approve to send out.

Mr. Parajon asked what the timing was for when the balance letter would go out for a best-worst-case scenario. Ms. Maddox responded that the plan was to tranche balance due letters for residents from zero to \$5,000, from \$5,001 to \$10,000, from \$10,001 to \$20,000 and then \$20,000 and up. Ms. Maddox also said there were two families whose delinquent rent balance was \$30,000. Ms. Maddox elaborated further on the messaging to be included in the letter. She said ARHA would communicate that delinquent renters would have an opportunity to give ARHA a call in 10 days, so ARHA would go over the balance due letter with the resident to make sure they understand the balances.

In addition, Ms. Maddox said that for the two families in the \$30,000 column, they were going to get a balance due to the letter telling them that they had an additional seven days to dispute the balance. She said that if they do not do their part to come into ARHA's offices and go over the letter, it would then become a 30-day notice, pay or quit. So, we're giving them an additional seven days before we give them 30-day notice, pay or quit. Ms. Maddox said that all this work would happen in phases.

Mr. Parajon asked if HUD gave ARHA flexibility to negotiate an amount that the tenant could pay. Ms. Maddox responded that no, and that HUD had a repayment agreement of 40% of the balance, and the hard part was that if a resident missed it, then HUD requires them to initiate eviction procedures.

Commissioner Macek commented that it would be helpful to see examples of communications that ARHA was planning to send out in advance so that the board could get a sense of the process. Especially if so many of them were new commissioners and a lot of this was confusing to them, it would be important to see how ARHA was communicating this message to the residents.

Furthermore, Commissioner Macek added that what he wanted to say was to make sure ARHA staff planned for when the letters were sent to have sufficient ARHA's customer service resources on hand for the response you're going to get.

Ms. Maddox added residents that fall into the categories of a \$5,000 column would not get a letter threatening with eviction, that ARHA would keep sending them a balance due letter stating the rent they owe. Ms. McIlvaine said that was required under the law. Ms. Maddox agreed and she said that ARHA wouldn't give them a notice of eviction.

Mayor Gaskins asked if there was anything in the communications that would be sent to renters that would also provide renters where they could go to seek assistance. Ms. Maddox stated that Ms. Gaynelle Diaz had to provide referrals and this kind of information in the past to renters.

Councilman Chapman asked if there was a plan to put some of this information in a different medium, like video training. He further explained that with the balance due letter to be sent out, there could be a hyperlink to a website or a video for them to watch and play back. He also mentioned that when ARHA customer service was working with a renter individually, they could offer the opportunity for a video to be watched and check with them if they had any questions after watching it.

Ms. Maddox responded that ARHA could work on something like that.

Mayor Gaskins asked if the City could be informed via the staff-to-staff meetings when the balance due letters go out and asked ARHA to give the City a draft message for use by Alex311 staff or a hotline number.

Mayor Gaskins shared that Director Kate Garvey came to her last interfaith council meeting, and reported there were about 35 different faith institutions there who all talked about wanting to do some sort of joint giving. She said she would have to follow up to see if this was something that might be a good fit for ARHA's process. Mayor Gaskins also said the Interfaith Network had sent a message that they wanted to support a long-term program to have balances covered and there were resources to help support renters.

Mayor Gaskins mentioned that something similar was done in Atlanta. She said the City of Alexandria would want to learn new ways to help residents and some best practices done elsewhere.

Mayor Gaskins asked if there was anything on the compliance concern agenda item.

Ms. Maddox reported that there were 31 families for which they are waiting for a directive from HUD. When she talked to her contact in DC, he said that there was nothing to do but wait for the HUD regulations. He did say there would not be federal funding to assist but they were considering not evicting those families, just reducing the monies that HUD's paying out, increasing more responsibility for the family itself. Ms. Maddox said nothing is formalized yet.

Mayor Gaskins then stated that if the family can't pay, they're going to go back (meaning go back to their country of origin.) Ms. Maddox agreed and she was not sure how true that would be.

Mayor Gaskins requested that this topic be kept at a staff-to-staff meeting as you get more guidance and specifics. Ms. Maddox added that when those 31 families were initially moved in, they were never illegal and that they had been moved in according to COVID rules and they were moved in properly.

Mr. Martin Lucero mentioned there was an op-ed in the Washington Post yesterday about this issue. Mayor Gaskin asked if Mr. Lucero could share the op-ed, and he agreed.

Mayor Gaskins moved to another business, and she said she had two quick things. First, she said City Council would be voting to fill three remaining seats on Tuesday, February 24. She said they received 29 applications and added City Council will be their diligence.

Mayor Gaskins then added that she knew that ARHA was working on the resident appointment through the resident tenant council. She said she met with the City's Clerk and she wanted to share how the process would work. She said that once ARHA had selected their resident board member, ARHA would need to send an email to Gloria Sitton, City Clerk. She said the resident would have to fill out the application on the City's website, and that City Council would then vote to affirm the ARHA resident board member. She said that this would happen during the first legislative meeting of the month and if not, she said it could be added on later.

Ms. Maddox said that it was February 24th as the information had been shared with ARHA.

Mayor Gaskins added that if it was the 24th, that would be great because ARHA could send the name of the nominee prior to City Council's next meeting which wouldn't be until March 10th and that that gave them plenty of time. She mentioned that City Council's first meeting in April would be April 14th.

She added if it was April 14, it would be great, because ARHA could send City Council the name prior to City Council meeting which wouldn't be until March 10th, and so then that gave City Council plenty of time. If it was another month, then City Council's first meeting in April would be April 14th. She concluded that the City Council would need the nominee's name by Thursday, April 9 to appoint April 14th.

Mayor Gaskins said that the requirement was to show proof of the Tenant Council existence. She said there was no need to send meeting minutes every month, but when ARHA did their annual report that it sends to City Council, there would need to be a snapshot of meetings taking place and show an active Tenant Council that is being represented.

Mayor Gaskins discussed the appointment of new board members and said that City Council would follow the same process that had been done for the current board. This means that in addition to the City Council making themselves available, the City Council will send out a

welcome letter, a document with new expectations for new board members, and optional meeting offerings like meetings with Housing staff.

Mayor Gaskins then asked if there was a motion to adjourn. Councilman Chapman motioned to adjourn, and it was seconded by Commissioner Dube. With all being in favor, the meeting was adjourned.

DRAFT