



**ARHA REDEVELOPMENT WORK GROUP**  
**April 16, 2026**  
**5:30 PM – 7:00 PM**  
**ARHA Conference Room**



**MEETING AGENDA**

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|--|--|
| 1. Introductions                                       | Mayor Gaskins  |
| 2. Consideration of the March 19, 2026 Meeting Summary | Work Group   |
| 3. Development Updates:                                | Sarra Mohamed, ARHA; Gregg Fields,<br>Code Enforcement |
| a. Cameron Valley                                      |  |
| i. Review of Units                                     |  |
| b. Samuel Madden                                       |  |
| i. North Construction                                  |  |
| ii. South Financing                                    |  |
| c. Ladrey  |  |
| 4. ARHA Organizational Update                          | Rickie Maddox, ARHA                                    |
| a. Fresh Start Update                                  |  |
| b. Tenant Education Materials                          |  |
| c. Resident Board Updates                              |  |
| d. Organizational Committees                           |  |
| e. Director of Finance Announcement                    |  |
| 5. Other Business                                      | All  |

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**UPCOMING MEETINGS**

May 21, 2026

• June 18, 2026

• July 16, 2026

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

**Work Group Members**

Alyia Gaskins, Mayor, City of Alexandria (present)  
John Chapman, Councilman, City of Alexandria (present via Zoom)  
Robert Dube, City of Alexandria Planning Commission (present)  
Nathan Macek, ARHA Board of Commissioners (present)  
Theresa Peterson, ARHA Board of Commissioners (present via Zoom)

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

James Parajon, City Manager, City of Alexandria  
Emily Baker, Deputy City Manager  
Helen McIlvaine, Director, Office of Housing  
Aspasia Xypolia, Deputy Director, Office of Housing  
Jose Gonzalez, Office of Housing  
Kim Cadena, Office of Housing  
Stephanie Sample, Department of Planning & Zoning  
Catherina Miliaras, Department of Planning & Zoning  
Christina Brown, City Attorney's Office

Rickie Maddox, CEO, ARHA  
Sarrah Mohamed, Director, Real Estate Development and Preservation  
Edwin Zelaya, Real Estate Development and Preservation  
Martin Lucero, Real Estate Development and Preservation  
Janelle Diaz, Director of Housing Choice Vouchers & Property Operations  
Lennin Lopez, Property Operations  
Thomas Jones, ARHA consultant  
David Cortiella, ARHA consultant

Mark Jinks, Chair, ARHA Board of Commissioners

## **Consideration and Approval of February 19, 2026, Meeting Summary**

Mayor Gaskins called the meeting to order at 5:30 p.m. Commissioners Robert Dube and Nathan Macek were present. Mayor Gaskins said Councilman Chapman would be joining via Zoom.

Mr. Macek requested a change to the February 19, 2026 meeting summary to list Commissioner Theresa Peterson as an ARHA Redevelopment Work Group Member. He also requested group members be listed as present or absent in the summary notes.

Mayor Gaskins asked for a motion to approve February 19, 2026, meeting summary. Mr. Macek made the motion, and Mr. Dube seconded. The meeting summary was approved.

Mayor Gaskins asked to take item seven out of order to accommodate members of ARHA staff who were there to update the Work Group on recertification issues. Mr. Macek motioned to make the change, and it was seconded by Mr. Dube. The motion passed.

### **Recertification Issues**

Lennin Lopez explained to the Work Group that ARHA had transitioned to Yardi property management software in early 2024 but there were issues transferring public housing tenant records from the previous software to Yardi. He said this led to problems with ledgers and rent amounts being incorrect and causing issues for tenants. He also explained that Housing Choice Voucher holder records did not transition over with landlord information attached to the HCV accounts, so payments were not made to the landlords. He said to correct this ARHA staff went through 1,600 records to properly associate HCV holders with their landlords.

Mr. Lopez said that another reason payments were not made to landlords was that the process for recertifying households and adjusting their rent portions changed. Mr. Lopez explained this change resulted in ARHA losing resident paperwork and caused late recertifications which, in turn, caused payments to landlords to stop. He told the Work Group that at peak ARHA had 700 late recertifications but it was now down to zero.

Councilman Chapman asked if Mr. Lopez could walk him through the process of transitioning property management systems and whether a consultant or ARHA staff did the transition. Mr. Lopez answered that decision to change systems was made in October 2023 by senior ARHA staff who later left when Keith Pettigrew, the ARHA CEO, became CEO of the DC Housing Authority. Mr. Lopez added that the change in senior staff left the transition process without leadership and led to problems later.

Mr. Lopez ceded the floor to Janelle Diaz. Ms. Diaz said that when she left ARHA in 2023 all the recertifications were up to date. She said when she returned to ARHA in 2025 there was a

backlog of more than 800 recertifications. Because of this backlog, she overhauled the recertification process and gave all the Housing Specialists more training. To prevent lost paperwork, Ms. Diaz said she directed that all documents must be scanned as soon as they are received from residents. Ms. Maddox added that the goal was to make the paperwork for everything digital. Ms. Diaz said that the Yardi software allows ARHA to make notes in each household's file recording conversations between tenants and ARHA staff members.

Ms. Diaz said ARHA is inviting tenants who have had ledger issues to discuss them with her and their property manager. She said that if a tenant is late on their rent or has a missing payment she works with them to have them pay by the 15<sup>th</sup> of the month.

Ms. Maddox told the Work Group that ARHA now has a Landlord Liaison who explains to interested property managers what participating in the Housing Choice Voucher program involves and serves as a dedicated contact at ARHA for landlords. Ms. Diaz said she has established a network of property managers that she meets with virtually on a regular basis to discuss problems with ARHA payments or other ARHA related issues.

In addition to the Landlord Liaison, Ms. Diaz said she had created a separate property management division within ARHA to handle resident complaints and review ledgers for accuracy. Mayor Gaskins asked if the property management team worked closely with the housing specialists in the community to communicate caseloads and management. Ms. Diaz responded that property management and compliance worked together.

Mayor Gaskins asked if ARHA would be creating a resident satisfaction survey. Ms. Diaz said all ARHA front-end staff had been trained in customer service. Ms. Maddox recalled that ARHA used to do a service study.

### **Resident Balances**

Iliana Moses announced that a partnership of faith communities led by Alfred Street Baptist Church had created a fund to pay the balances of ARHA residents who were behind on their rent as of March 1. She said residents were receiving letters and being given appointments to review their ledgers with their property manager. The program follows up with phone calls and home visits to residents who have missed their appointments to ensure they have been given a chance to participate.

To participate in the program, residents must sign a Memorandum of Understanding outlining the requirements and procedures of the program in order to have their balance paid. At the end of the process, residents receive a ledger with a \$0 balance.

Ms. Moses told the Work Group that 80 residents had been helped during the week of March 16 and that the total balance cleared by the program was \$240,000.

Mayor Gaskins asked if the review of the ledger would be scanned. Ms. Moses replied that the ledgers would be scanned to Yardi. Mr. Macek asked if the fund would be broadened to allow

donations from beyond the faith community and if the program could be expanded to more residents of the city. Mayor Gaskins answered that the fund was currently limited but that later on its scope could be widened. Ms. Moses added that expansion might be difficult because private landlords would need to share tenant ledgers before the program could provide help to a tenant.

Ms. McIlvaine asked if ARHA was dismissing eviction filings and helping residents with expungements. Ms. Maddox said ARHA would work with the Landlord-Tenant division and Legal Services of Northern Virginia on the issues of unlawful detainers and expungements. She added that ARHA was only issuing unlawful detainers in cases of non-compliance with ARHA rules.

### **Cameron Valley**

In the interest of time, the Work Group agreed to postpone discussion of the ARHA budget and Cameron Valley until the next meeting. Ms. Mohamed said she would have a report and a deep dive on Cameron Valley prepared for the next meeting. Mayor Gaskins asked that Housing staff follow up with Mr. Dube regarding the buildings at Cameron Valley and to add that information to the April agenda.

### **Presentation on Subsidy Repositioning**

David Cortiella gave a presentation on public housing subsidy repositioning. The presentation is attached. The Work Group had no questions.

### **ARHA Bond Timeline**

Mayor Gaskins asked Ms. Mohammed about the timeline for the bonds ARHA was planning to issue. Ms. Mohammed answered that the bond issue would be presented at the next ARHA Board of Commissioners meeting on March 30 and, after Board approval, would be docketed for City Council review at the April 28 Legislative Meeting. She added that if all the necessary steps were completed in time, ARHA could apply for the Virginia Housing bond cap which has an application deadline of April 30. Otherwise, ARHA would have to wait until July 1, at which point the bond cap may have been reached and forcing them to wait another year for funding. Ms. Mohammed said that \$42 million in 4% LIHTC funding was expected to be available in April.

### **Other Business**

Mayor Gaskins asked about the status of the ARHA resident Board Commissioner. Ms. Maddox told the Work Group that the nominations for the Resident Board elections were over and that the election would be held March 31.

The meeting was adjourned.



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# Redevelopment Work Group Public Housing Subsidy Repositioning Strategies March 2026

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Rickie Maddox, Interim CEO

# Public Housing Subsidy Repositioning

- ✓ **Section 18 Demolition/Disposition**
- ✓ **Rental Assistance Demonstration (RAD) Program**
- ✓ **RAD/ Section 18 Blend**
- ✓ **Restore REBUILD (f.k.a. Faircloth to RAD)**

# ARHA Repositioning Goals

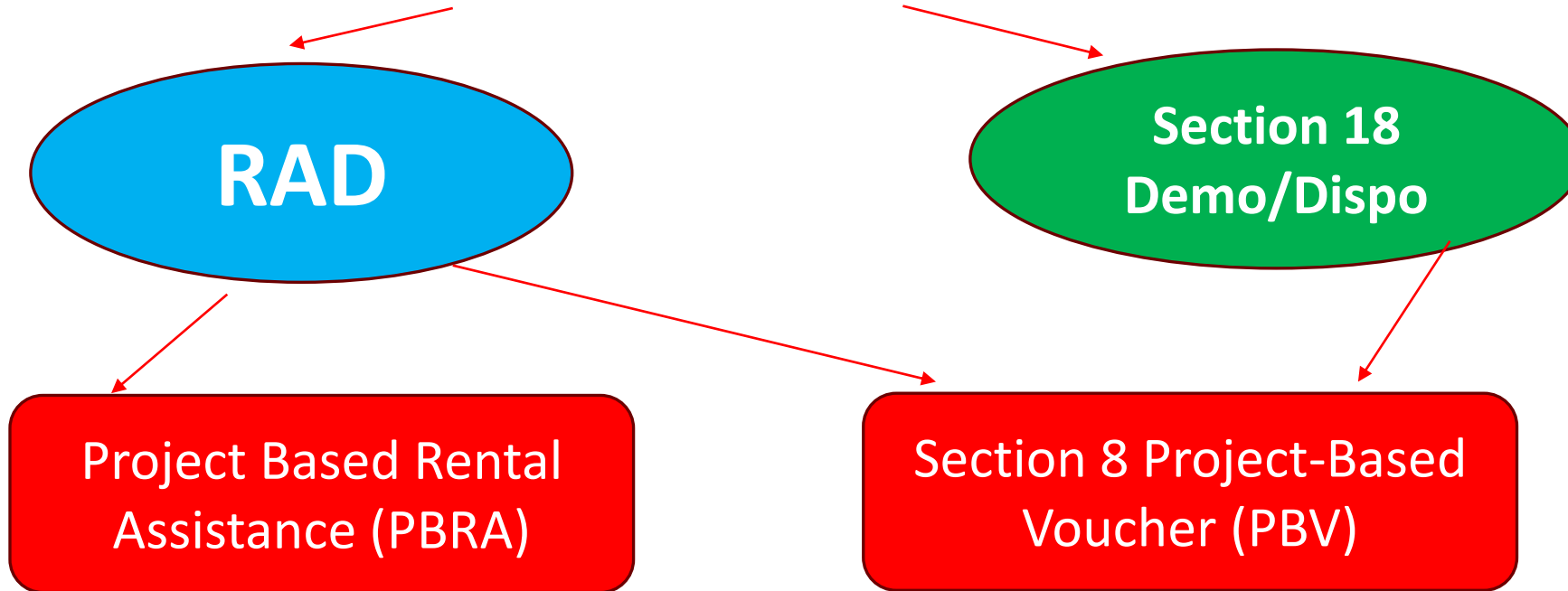
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- ✓ **Greater Control over real estate assets**
  - **PBV allows rents to reflect market rents**
- ✓ **Improved Maintenance**
  - **Establish escrows based on property needs**
  - **Manage to project Operating Expenses (NOI)**
- ✓ **Create Mixed Finance Opportunities**

# Repositioning Public Housing



**Public Housing Property**



# Key Factors in Repositioning

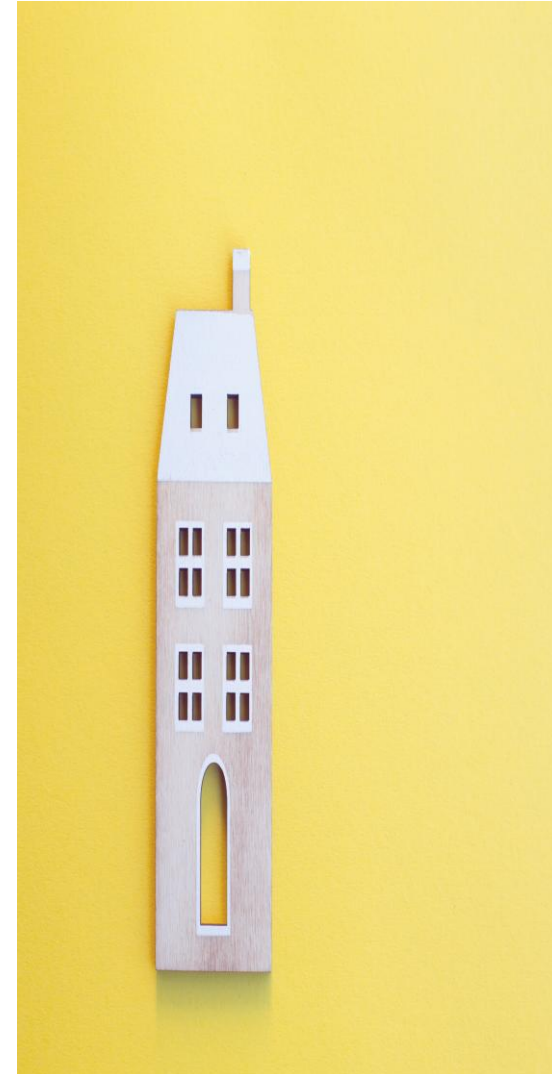
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# Section 18 Demolition/Disposition

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- ✓ Allows ARHA to Demolish the building or to dispose of the property to an affiliated entity or to a private developer
- ✓ After disposition, restrictive covenant remain with property
- ✓ Entitles ARHA to request Tenant Protection Vouchers (TPV)
- ✓ Rental assistance is equal to Section 8 rents
- ✓ Can be combined with tax credits and other non-PHA funding
- ✓ ARHA must apply to HCV office for Section 8 subsidy, it is not automatic
- ✓ Section 18 criterial approval is limited to Obsolescence, Health & Safety, Infeasible Operation, among other.
- ✓ Requires one-for-one replacement of units



# Rental Assistance Demonstration (RAD)

- ✓ Public Housing rents are established by HUD w/out considering actual management or maintenance costs
- ✓ HUD establishes an operating subsidy that is below the market price plus provides an amount for annual capital upgrades
- ✓ This total subsidy plus the tenant rent is insufficient to support debt on the property – an important factor for redevelopment
- ✓ Under RAD, Unit Rents are established as the lesser of:
  - ✓ Current Funding
  - ✓ 110% of FMR (minus utility allowance)
  - ✓ Reasonable Rent
- ✓ Subsidized rents that approximate market rents can be leveraged to finance renovations or redevelopment of these public housing units



**Section 8 Housing Assistance Program Contract (Unit Rental Cost) =**

**\* Per unit share of Operating Fund** +

**\* Per unit share of Capital Fund**

+  
**\* Tenant Share of Rent**

# RAD – A Tool For Redevelopment

- ✓ RAD Rents increase the net operating income (NOI) potential of a property
- ✓ To generate NOI that can support debt, the expenses must be managed
- ✓ Key Highlights of the RAD program
  - ✓ Property ownership by ARHA or non-profit affiliate
  - ✓ 15 or 20-year renewable HAP contract
  - ✓ Can be used in combination with other funding programs for mixed income development
  - ✓ Includes additional tenant rights and protections
- ✓ Conversion to RAD is not by application – the project is evaluated by the HUD Office of Recapitalization for economic soundness (Finance Plan) and program components (Conceptual Plan)



**Section 8 Housing Assistance Program Contract (Unit Rental Cost) =**

**\* Per unit share of Operating Fund +**  
**\* Per unit share of Capital Fund +**  
**\* Tenant Share of Rent**

# RAD – Financing Plan Requirements

- ✓ The HUD Office of Recapitalization reviews the soundness of the financing plan with numerous evaluation criteria:
  - ✓ Capital Needs Assessments to determine immediate and longer-term capital needs – financing plan requires the creation of a capital escrow account for future needs
  - ✓ Environmental Review – Part 50 required
  - ✓ Resident engagement prior to applications submission; and engagement prior to plan approval to review tenant rights, including Choice Mobility
  - ✓ Traditional Mixed Finance review: FHEO review, Development Budget, Market Study, Development and Management team review, and Review of Operating and Maintenance Costs.



## **RAD Application Steps:**

- \* Submit Application
- \* Obtain from HUD – CHAP
- \* Meeting with Recap office-  
Concept Call
- \* Submit Financing Plan
- \* MF HUD Reviews and  
submission of Closing  
Documents
- \* Closing

**Total approximate time: 240 Days**

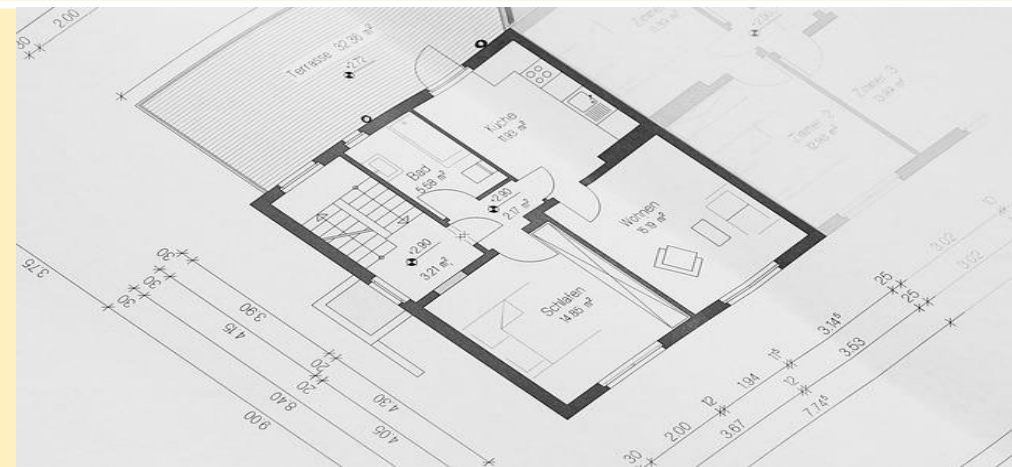
# RAD/Section 18 Blend

## Incorporates the best of both tools

- Higher, blended contract rents support greater financing
- “One-for-one” replacement required
- Analysis for blend eligibility is done at the project level
- Section 18 units must be replaced with project-based voucher (PBV) assistance
- PHAs must use 4% tax credit

## BLEND FORMULA

Percent of units eligible for Section 18 and construction/rehab costs for construction blend



# RAD/Section 18 Blend

## Construction Blends

- Based on proposed construction costs for new construction or rehabilitation relative to HUD-published “Housing Construction Cost” (HCC) threshold

REQUIRED HCC THRESHOLD	RAD/SECTION 18 BLEND PERCENTAGE
Greater than 30%	80% RAD/ 20% Section 18
Greater than 60%	60% RAD/ 40% Section 18
Greater than 90%	40% RAD/ 60% Section 18
Greater than 90% in high-cost areas	20% RAD/ 80% Section 18



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# RestoreREBUILD

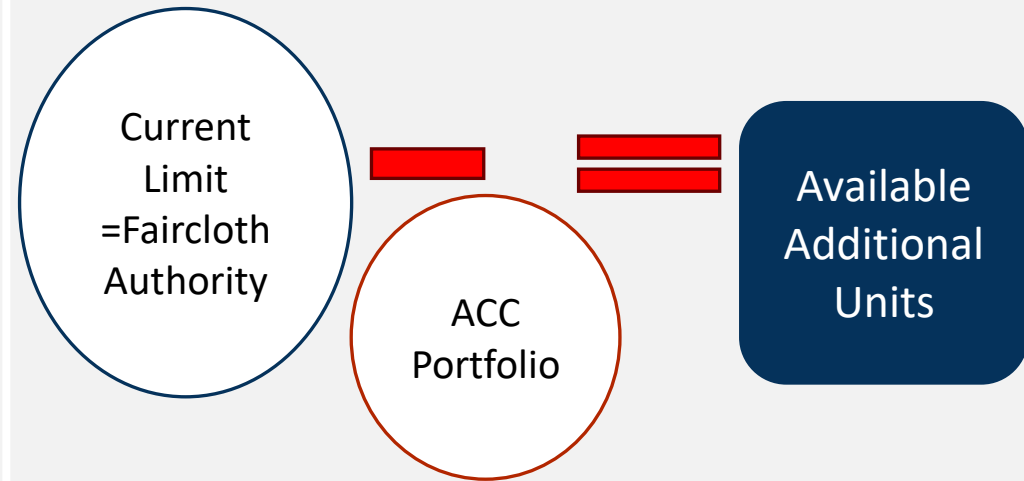
The Faircloth limit, established by the Faircloth Amendment, restricts the construction of new public housing units, capping the number of units that public housing authorities (PHAs) can own and operate to the levels as of October 1, 1999

**ARHA Faircloth Limit** **815**

Base Limit – RAD Conversions  
(887 - 72)

**ARHA Faircloth Availability** **169**

Current Limit – Current ACC  
(815 - 646)



# CONCLUSION & Discussion

## CONCLUSION

1. ARHA Has tools to **increase operating revenues** at each property
2. ARHA can **continue to create mixed income communities** with increased density
3. ARHA can **ADD subsidized units** in Alexandria
4. ARHA **requires the financial capacity** to meet these goals

**Thank You**

**Q & A**