



City of Charlottesville
Application for Funding Interest
(all items must be completed)

1. Applicant Information

Organization/Applicant name: Piedmont Housing Alliance

Contact name: Sunshine Mathon

Title: Executive Director

Organization Address: 682 Berkmar Circle, Charlottesville, VA 22901

Phone: 434-817-2436

Email: smathon@piedmonthousing.org

2. Project Information

Project Name: Friendship Court Community Resource Center

Project Location: 418 Garrett Street, Charlottesville, VA 22902

Project Description:

Background

Using a resident-led design process, Piedmont Housing Alliance is rebuilding Friendship Court, a 44-year-old Section 8 community in the heart of Charlottesville, serving 150 families with low incomes. Developed as a 12-acre master block after the previous Black neighborhood fabric was erased during urban renewal, the Friendship Court community has served thousands of families over the years even as the neighborhood has remained economically and physically isolated from the rest of the city.

Since 2017, a resident-led committee has worked to re-envision the Friendship Court community, while adhering to several core principles: robust, authentic resident engagement and shared power, zero displacement through phased redevelopment, tiers of affordability, and developing more than housing. The resulting overall redevelopment plan will replace, unit for unit, the current Section 8 apartment homes, as well as add another ~300 homes with long-term, tiered affordable rents in a phased development that displaces no one. Redevelopment will also physically reconnect the Friendship Court to the surrounding community, redress the root causes of inequities through wealth-building initiatives, and interweave strategies that align with climate resilience principles and the fundamentals of social justice. Phase 1 is under construction with an anticipated completion date of Q4 2023. By the end of all four phases, all 150 existing Section 8 subsidized rental homes will be replaced, and an additional ~300 new

homes will be built to create a tiered-income community model serving households from below 30% AMI up to 80% AMI. All rental and homeownership homes will be protected with long-term affordability restrictions.

Community Resource Center

The Community Resource Center (CRC) is designed to establish pathways to prosperity for Friendship Court residents. The large majority of the three-story CRC building will address multiple initial resident priorities with a primary family-centered focus, including a new Early Learning Center (ELC) and a re-visioned and enlarged Community Center (CC). The ELC will provide a high-quality, income-integrated education environment serving 90+ children (ages 0-5) with living-wage career opportunities. The new CC will replace, modernize, and grow the existing community space, supporting robust, multi-aged programming for school-aged children and adults.

With this request, PHA is requesting that the City of Charlottesville leverage its annual CDBG allocation to unlock HUD's flexible, ultra-low interest Section 108 Loan Guarantee Program to support the construction of the Community Resource Center.

Explain the status of applicant's site control:

PHA and NHT Communities are equal members of NHTC Piedmont, the legal entity that owns the existing Community Resource Center parcel. PHA and NHT Communities are also equal members of FC Phase 1 LLC, the entity currently developing Friendship Court Phase 1 parcel using 9% Low Income Housing Tax Credits from VHDA.

Purpose of requested funding: (check all that apply)

☒ New Construction
☐ Acquisition
☐ Rehabilitation
☐ Other: _____

Project type: (check all that apply)

☐ Multi-family
☐ Single family (detached)
☐ Single family (attached)
☐ Rehabilitation
☒ New Construction
☐ Acquisition
☐ Other: _____

Income restrictions on project (indicate proposed number of units meeting each Area Median Income (AMI) category):

_____ Incomes up to 30% AMI

_____ Incomes between 30% and 50% AMI
 _____ Incomes between 50% and 60% AMI
 _____ Incomes between 60% and 80% AMI
 _____ Unrestricted units (>80% AMI)
 _____ Total Units

The Section 108 loan would not directly support the development of residential units but would support the development of direct services to support the extremely low-income residents living at Friendship Court and the surrounding community.

Term of Affordability (indicate proposed number of units meeting each affordability term):

_____ 5 - 10 years
 _____ 10 - 20 years
 _____ 20 - 30 years
 _____ more than 30 years
 _____ Total Units

The Community Resource Center is intended to provide Early Learning Center and Community Center resources in perpetuity.

3. **Funding Requested**

Provide total amounts requested during City fiscal budget year based on construction timelines (add more lines if necessary).

Funding Item	Funding Amount(s) Requested by Need During Fiscal Year				
	FY2023-2024	FY2024-2025	FY2025-2026	FY2026-2027	FY2027-FY2028
No City funding is requested or required.					
Section 108 loan ideally would be closed in Q1-Q2 of 2023.					

4. **Project Proposal**

Please provide following information as separate attachments to the application:

1. Project Description -- Provide a description of the proposed project. Include: project type and location, short and long term goals, the population(s) to be served. Discuss plans for accessibility/adaptability, energy conservation and/or any green building components.

Piedmont Housing Alliance is requesting that the City of Charlottesville leverage its annual CDBG allocation to unlock HUD's flexible, ultra-low interest Section 108 Loan Guarantee Program to support the construction of the Community Resource Center.

The **Community Resource Center** at Friendship Court will house two essential community resources: the Early Learning Center and the new Community Center.

Early Learning Center (ELC): Early in the Friendship Court redevelopment process, residents elevated early childhood education as a key priority, recognizing the historically disproportionate access to high-quality education for low-wealth families as well as the opportunity to create the kind of change that will disrupt cycles of generational poverty. The Early Learning Center represents the first "down payment" in this commitment to disrupting cycles of generational poverty. The development of the ELC was driven by three core principles established by the community, for the community:

- Career Pathway: Creating opportunities for economic mobility is a core tenet of the ELC. The Center will create 42 new jobs that offer a family-supporting wage, comprehensive benefits, and professional development opportunities that will open doors for future career advancement.
- Job Supports: The ELC is committed to providing safe, quality care so that parents are able to confidently pursue educational opportunities and advance their career knowing their children are thriving — right in their own neighborhood.
- High Quality Early Childhood Education: The positive effects of high-quality birth-to-five education and care have lasting outcomes for children, families, and communities. High-quality early childhood education secures a bright future for the youth of Friendship Court, ensuring they are ready for school and ready for life.

In 2019, 49% of students in the Charlottesville region were unprepared for kindergarten in one or more critical areas (literacy, social skills, math, self-regulation), compared to state average of 44%. Every dollar spent on equitable, high-quality, birth-to-five programs delivers a 13% per annum return on investment, significantly higher than the 7-10% return on investment found in preschool programs alone.

The Early Learning Center at Friendship Court will be a state-of-the art childcare facility that has been designed to address a pressing need for high-quality early childhood education, while capitalizing on the assets of local partners. Because the first five years of a child's life are the most critical time for development, the ELC's design and research-based curriculum and child-centered approach builds on the strengths of children and families. With the expertise of consultants at MACAA and the University of Virginia School of Education and Human Development, the ELC is poised to offer engaged, hands-on learning, social-emotional development, and innovative learning strategies that prepare children for success in kindergarten and beyond.

Our approach provides long-term individual and community benefits to include better outcomes in education, health, social behaviors and employment, reducing the need for income supports and preparing a skilled workforce for a competitive future. All of this is the result of a commitment to provide outstanding educational opportunities for children in the City of Charlottesville and the belief that a love of learning early in life is the foundation for success.

Early intervention services can change a child's developmental path and improve outcomes for children, families, and communities. In addition to the classroom experience, the ELC will provide annual health and wellness screenings and behavioral and mental health screenings.

Community Center: For decades, the existing Community Center has acted as the metaphorical heart of the community for Friendship Court families, particularly for those families with children. Onsite staff, some of whom are past or present residents themselves, weave a web of daily support for community members. While staff have done their best for the last 15 years, the existing Community Center has intrinsic barriers to effective program implementation. First and foremost, the existing space makes it very difficult to run simultaneous programs or work with different age groups at the same time. The layout and size of spaces, as well as poor noise control, impose deep challenges. The reimagined space will address the evolving needs of the Friendship Court community:

- In anticipation of growing community need, the new Community Center will more than double its current size with its primary entrance re-oriented to face a new basketball court and multi-age playgrounds. On the interior, a central community room with a kitchen and serving area will welcome community members, providing ample space for large gatherings and healthy food-related programming.
- A new onsite community food pantry will provide much-needed storage, including refrigeration, for confidential distribution of fresh and shelf-stable food resources for families in need.
- Three large, daylit classroom-style spaces and an improved computer lab will provide the flexibility to hold multiple simultaneous gatherings, including community meetings, one-on-one coaching sessions, group homework support, or other distinct programs.
- Lastly, in times of weather-related emergencies with extended power outages, the Community Center will act as a safe community hub with solar-battery energy storage.

The new Community Center will also provide programming for school-aged children and adults:

- **Resident Advocacy:** Staff are there every weekday, and often on weekends, acting as a support team for residents struggling with overcoming systemic hurdles, or aspiring to something greater for their families, or simply needing encouragement or advice. When necessary, staff will actively intervene on behalf of a resident to address a challenge.
- **Economic Opportunity:** Starting in 2019, a dedicated Economic Opportunity Coordinator (EOC) began working onsite full-time, supporting resident financial and employment aspirations. The EOC also manages the HUD-approved Family Self Sufficiency (FSS) program which acts as a savings match program for enrolled residents who have income increases.
- **Direct Programming:** Whether through a pre-teen girls mentoring program, organizing weekly walks for older adults, or guiding a field trip to the library, onsite staff provide daily programming to support and enrich the community.
- **Healthy Food:** The Community Center provides a lifeline of regular healthy food programming and distribution. On certain days, warm, catered meals are provided to any child who comes to the Center, on other days, dry snacks are available. The Center also hosts fresh produce distribution during the growing season and is a food bank distribution hub.
- **Partner Programming:** From partnering with ReadyKids to the UVA School of Nursing to Portico Church, the Community Center regularly hosts over 15 partner organizations and volunteer groups as they provide meaningful programs for families and children.
- **Computer Lab:** Residents have free, scheduled access to a bank of computers, with printer and internet connectivity. The Lab acts as a critical resource for many, from children needing to do homework to adults needing to print resumes when seeking employment.

Section 108 Loan Guarantee Program

PHA seeks to utilize HUD's Section 108 (Section 108) Loan Guarantee Program to secure an ultra-low interest loan to support the construction of the Community Resource Center. Section 108 provides Community Development Block Grant (CDBG) recipients with the ability to leverage their annual grant allocation to access low-cost, flexible financing for economic development, housing, public facility, and infrastructure projects.

Section 108's unique flexibility and range of applications makes it one of the most potent and important public investment tools that HUD offers to state and local governments. It is often used to catalyze private economic activity in underserved areas in cities and counties across the nation or to fill a financing gap in an important community project.

The magic of the Section 108 loan program is that it doesn't impinge on the City's annual CDBG allocations (the City still receives its annual allocation), but instead leverages this capacity for HUD to provide a loan guarantee.

The Section 108 loan capacity is capped at five times the local jurisdiction's annual CDBG allocation. For Charlottesville, with a 2022 allocation of \$414,907, the loan capacity is \$2,074,535.

A Section 108 loan will play a catalytic role in enabling the CRC project to start construction in the first half of 2023 by bridging the time between the commitment of other funds (from grants, federal sources, foundations, etc.) and the time they are received. Numerous sources will come at the tail end of construction, and if the project has to utilize traditional construction financing debt, overall development costs will unnecessarily increase by hundreds of thousands of dollars given the current interest rate environment.

Additionally, the Section 108 loan will facilitate construction starting by May 2023 so that the Early Learning Center can open by September 2024 to align with the 2024 school year.

2. Demonstration of Need -- Describe how the project contributes to the City of Charlottesville's housing goals.

Construction of the Friendship Court Community Resource Center will contribute to a number of the City's goals, including: City Council's priority for the Community Development Block Grant (CDBG)/HOME to, in part, bolster access to quality childcare; the City's Comprehensive Plan Chapter 8 Economic Prosperity and Opportunity "Strategy 1.7 Collaborate with workforce service providers to help Charlottesville residents overcome barriers to employment such as basic education and training, transportation, childcare, etc."; and the City's Strategic Area Investment Plan, who's study area includes Friendship Court, to "provide learning opportunities for children while increasing low-cost child care options for residents of the study area."

Early in the resident-led Friendship Court redevelopment process, families elevated early childhood education and pathways to prosperity as key priorities. With an emphasis on equitable access to high quality programming, the Community Resource Center—including the Early Learning Center and Community Center—will underpin a holistic array of on-site educational opportunities designed to spark a love of learning, to strengthen community, and, ultimately, to act as a stepping stool to overcome historical, systemic barriers to self-determination.

The Early Learning Center was designed to provide career pathways, job supports for extremely-low and low income families, and high quality early childhood education for 90+ children ages 0-5. First, the ELC will create 41 full-time, year-round jobs that will pay a minimum of \$15 an hour, with benefits and will provide advancement through credentials and professional development. The poverty rate for Friendship Court's census tract is 25.71%,

compared to the state rate of 10.95%. The census block where the ELC will be located shows a 10.11% unemployment rate, compared to the state unemployment rate of 2.8%, indicating a need for local, well-paying jobs.

Second, the ELC will provide high-quality childcare and preschool education that will allow parents and caregivers to pursue employment and education opportunities. A total of 38% of residents identified the lack of childcare as a major barrier to employment and education opportunities, signaling a critical need for early education opportunities to ensure the community's children enter school ready to learn with every opportunity for success.

Finally, the ELC will help break the cycle of generational poverty by providing children with every opportunity for educational success through an innovative curriculum focused on skills needed for later learning as well as academic skills for kindergarten and beyond.

Ultimately, the plan for the ELC responds to community needs on many levels, as well as the state of Virginia's priority for school readiness to improve educational outcomes. PHA has marshaled resources from across Charlottesville to create a state-of-the-art early learning facility that also creates well-paying local jobs and spurs additional economic development.

3. Demonstration of Equity – Describe how this project demonstrates and promotes equitable housing needs and economic opportunity for low-income residents in the City of Charlottesville.

Structures of exclusion and disenfranchisement in Charlottesville have systematically eroded opportunities for low-wealth families, particular for families of color. Urban renewal destroyed the homes and business of Charlottesville's minority families, cementing our city standing in the bottom 3% nationwide for opportunities for upward economic mobility. In the context of the urgent need for affordable housing, coupled with the critical need to redress the historical economic, social and educational barriers faced by Black American families especially, PHA is leveraging equity-focused neighborhood redevelopment to directly redress root causes of systemic racial inequity through pathways to economic mobility and self-determination.

Authentic, Resident-Led Redevelopment: When talks about redeveloping Friendship Court began in 2015, it became immediately clear that robust, authentic resident engagement was the only way to keep the interest of residents, who are primarily Black single mothers and recent immigrants, at the center of rebuilding their neighborhood. A critical decision was made to establish a formal, resident-led Advisory Committee. The 15 member Committee includes nine Friendship Court residents, elected by their neighbors and given a mandate to represent them through the process, as well as one former resident and an additional five respected members from the at-large Charlottesville community.

Advisory Committee members have engaged with fellow residents to gather insights and share information on the progress of redevelopment planning, bringing a lens that only residents,

who have been disenfranchised and marginalized by institutional barriers, would possess. They have kept residents' interests and goals at the center of re-visioning the neighborhood. The process has brought residents to the table as co-designers and experts with their specific understanding of the struggles and aspirations of their community. To facilitate informed decision-making reflective of resident priorities, Advisory Committee members have been supported with training and full transparency at every stage of the process. They meet at least monthly – sometimes more frequently – working alongside architects, engineers and PHA staff to work through every major decision, including interviewing and hiring the architects and general contractor, and developing an overall multi-phased site plan that balances housing typologies, density, road and parking infrastructure, and open space uses. They have also co-designed building floor plans and building aesthetics along the way.

These resident leaders have been embraced and vested as co-designers of their new neighborhood in partnership with other members of the design team as well as ceded the power and responsibility to re-imagine their neighborhood with a broad range of onsite support services and amenities to help families grow and prosper. To honor this work and dedication, resident leaders are paid for their time, just like any other design consultants.

Over the last five years, we have witnessed the Friendship Court Advisory Committee rise to the challenge of representing their fellow residents, eager to engage and to give honest feedback. They have felt empowered to raise their voices and to support the redevelopment, and, as a result, the redevelopment continues to move ahead with strong and broad support from the Charlottesville community. For their ground-breaking work, Advisory Committee members were recognized with the Virginia Housing Inclusive Communities Award at the 2018 Virginia Governor's Housing Conference.

Our hope is that, as we continue to engage residents, the City and other stakeholders, these efforts will serve as a national model for what can be accomplished when residents are involved in co-planning high-quality, affordable housing with accompanying on-site support services.

Increased Affordable Housing and Tiers of Affordability: When a family earns enough to no longer need the Section 8 subsidy, there are essentially no options in the Charlottesville region they can afford. In addition to replacing the 150 existing Section 8 (Tier 1) apartments, the Advisory Committee prioritized a plan that grows affordable options in the region by adding new apartments with specific tiers of affordability. This plan enables families to move up into housing they can afford while staying in their community, freeing up deeply subsidized Section 8 homes for families with more critical needs. By the end of redevelopment, Friendship Court will grow from 150 homes to ~450 homes, serving families from below 30% AMI all the way to families earning up to 80% AMI.

Economic Transformation Opportunities: Redeveloping Friendship Court offers an opportunity for a transformational investment in the lives of current and future residents. Though redevelopment alone cannot redress the full history of structural racism and other

systemized inequities, the work of redevelopment is fundamentally rooted in bending the arc of the future. Toward this end, using an equity lens and based on input from residents and national research of best practices, PHA has initiated two critical support services for Friendship Court residents.

- Workforce Development Initiative: With support from the City of Charlottesville, Charlottesville Area Community Foundation, Enterprise Community Partners and Kresge Foundation, we have leveraged our award-winning financial and housing counseling to establish a place-based workforce development initiative, specifically for Friendship Court's residents, to facilitate community members building assets, collectively and individually. The initiative, underway since March 2019, includes connecting residents with job-related resources by partnering with existing job training organizations with one-on-one support and the establishment of one of the first HUD Family Self Sufficiency programs at a non-public housing site.
- Early Learning Center: Another resource prioritized by the residents and other stakeholders is the establishment of an onsite Early Learning Center (ELC). PHA is partnering with the Monticello Area Community Action Agency (MACAA), the regional Head Start provider, to manage the ELC once construction is complete. There are 90+ children aged birth to five living at Friendship Court and the investment in these children's economic future is projected to have a significant economic return in decreased public spending and increased earnings as the children enter the workforce in the future. Another innovative approach will be the use of a mixed-delivery model, where children from multiple funding streams, including Head Start, will learn together in the same classroom. Part of Phase 1 redevelopment, the ELC is scheduled to go under construction in Q2 2023 and be completed in time for the start of the 2024 school year.

The ELC will address several barriers to economic- and self-sustainability. First, the center will create fulfilling, living-wage employment for residents with appropriate training. Second, it will provide high-quality childcare and preschool education that will allow parents and caregivers to pursue employment and educational opportunities. Third, the ECC will help to break the cycle of generational poverty by providing children with every opportunity for educational success through an innovative curriculum focused on skills needed for later learning as well as academic skills for kindergarten and beyond.

4. Project Readiness -- Provide evidence of: organizational experience and capacity to manage the project; pursue and acquire land, site control, required zoning variance and permitting (if applicable); financial commitments for the projects; community engagement plan (if applicable); resident relocation plan (if applicable); plans for preparation and coordination of necessary public meetings (if applicable).

As an experienced affordable housing developer and property manager, with demonstrated

progress towards meeting project-readiness milestones, PHA is poised to successfully develop the Friendship Court Community Resource Center. The building is already designed and is in the final stages of permitting, and the majority of funding is finalized.

5. Project Budget -- Provide a detailed description of the proposed project budget showing sources and uses. The project budget shall clearly show the financial gap requiring the need for City funding, in addition to a clear description of the reason for the financial gap.

Sources

Federal Sources (4% bond equity, CED grant, CMF, etc.)	\$6,415,316
Regional Foundations	\$3,483,000
Early Childhood Funders Network	\$667,000
Other Philanthropic	\$300,000
Federal Earmark (pending)	\$625,000
TOTAL	\$11,490,316

Uses

Construction	\$9,813,879
Design & Engineering Fees	\$667,571
Furniture & Furnishings	\$550,000
Construction Loan Interest	\$267,651
Consultants (finance, construction)	\$225,653
Various Costs (legal, financing, permits, reserves, etc.)	\$241,779
Community Garden and Playgrounds	\$175,000
Eco-Friendly Components (Passive House, solar battery, etc.)	\$349,982
Contingency (5%)	\$585,361
TOTAL	\$12,876,876

6. Project Schedule -- Indicate the proposed project schedule; timing of starting construction and completing affordable housing units; pre-development, anticipated pursuit and acquisition timeline, site control, zoning approval, financing and construction milestones (if applicable) to project completion.

Site Plan Submitted	April 2022
Site Plan Approval	Aug 2022
Building Permit submitted	May 2022
Building Permit Issued	Feb 2023
Closing process / Construction Start	May 2023
Construction Complete	Jun 2024

7. Experience -- Provide a summary of similar activities completed by the organization and project team.

Since 1983, PHA has been the go-to nonprofit affordable housing organization throughout the Charlottesville region, providing a continuum of resources: assisting more than 1,000 low-income households purchasing a home; supporting thousands more through financial counseling services; backing the financing and construction of over 100 affordable single family homes; financing the preservation, construction and rehabilitation of nearly 1,000 affordable rental homes; and currently managing nearly 700 affordable rental homes.

PHA has been a certified Community Housing Development Organization (CHDO) since 1997 and currently manages 13 affordable housing communities. Previously completed projects include leveraging \$18 million for 181 units of new rental housing development and rehabilitation of existing units, between 2015 and 2018. In 2015, Piedmont Housing provided \$1,079,029 for the rehabilitation of 30 rental units of affordable housing, reserved for low-income seniors, in the rural community of Crozet. In 2016, PHA provided \$950,000 and was a development partner on a \$10.7 million housing project that created 54 units for low-income seniors, acting as a primary conduit for project financing for land acquisition as a CHDO and nonprofit partner to enable LIHTC financing. In 2017, PHA leveraged \$6,273,332 for the acquisition and rehabilitation costs for an additional 97 units in Albemarle County.

Pipeline Projects:

PHA has several other affordable housing developments in its pipeline:

- Hickory Hope Apartments, a 121-home affordable housing community for households with incomes from below 30% up to 80% AMI, was successfully allocated LIHTC credits in June 2021. This three-building project is financed via a combination of 9% LIHTC, 4% bonds, National and Virginia Housing Trust Fund dollars, and Housing Innovations in Energy Efficiency grant dollars. The project was granted eight Project-Based Vouchers by Albemarle County. The Subsidy Layering Review is underway, and construction is slated to begin spring 2023. The project is located in the larger Southwood Community redevelopment area, a community-led redevelopment of a trailer park south of Charlottesville, which is being master planned and developed by Habitat for Humanity of Greater Charlottesville.
- Park Street Senior Apartments, a 50-unit affordable housing community for people over 55-years old and people with disabilities, will be developed utilizing 9% LIHTC financing and will include one-, two-, and three-bedroom floorplans targeted to households with incomes between 30% and 60% AMI. The development is a partnership with Park Street Christian Church that is dedicating nearly half of the wooded area behind its sanctuary and preschool buildings for affordable housing. Project-Based Vouchers for this new community are also being sought.

- PHA is one of three partners working with Monticello Area Community Action Agency (MACAA) to redevelop its current Head Start and office site at 10215 Park Street into a new, primarily affordable, mixed-tenure residential community. The overall MACAA redevelopment involves the construction of an affordable residential neighborhood that includes affordable rental multifamily housing, along with homeownership townhomes, and duplexes, a small number of market rate units, and 5000 square feet of classroom space for MACAA's Head Start day care program. PHA will develop MACAA Apartments as two multi-family buildings which will provide 66 one-, two-, and three-bedroom apartments for lease to people with incomes below 60% AMI.

8. Capacity – Provide a detailed description to demonstrate the applicant's administrative, financial and personnel capacity in relation to its ability to complete this project.

PHA's experienced Real Estate Development team includes:

- Executive Director, Sunshine Mathon: Sunshine has 15+ years of experience in the affordable housing arena and is responsible for all aspects of project development including: planning, leveraging resources, underwriting, pipeline development, relationship-building, and partnership management. He was specifically hired to oversee the Friendship Court redevelopment and to develop a strong pipeline of future projects, including finding public and private funding sources, and developing strong partnerships with elected officials, partner agency nonprofits, and planning agencies to successfully structure a complex, community-responsive, economically viable strategy for redevelopment. Prior to joining PHA, Sunshine was Director of Real Estate Development for Foundation Communities in Austin, Texas. During his 10-year term, he had oversight of \$200 million in sustainable, affordable housing development including over 1,000 units. He is well-versed in gathering and supervising integrated teams of staff, architects, engineers, contractors, and consultants through all phases of development, and his management of contractors includes adherence to strict funding-driven construction schedules and budget. Sunshine's experience also includes an inclusive community focus, as well as the development of services such as an early childhood center for affordable housing residents. He holds a Masters in Architecture from the University of Texas, Austin.
- Director of Real Estate Development, Michael Eaton, PhD: Michael, who will join PHA in January 2023, has over 30 years' experience in community and real estate development, focused on construction, acquisition, rehabilitation, and operation of affordable housing. Most recently he provided consulting services to Maricopa County, AZ, aimed at improving the efficiency and broadening the work of the housing and community development division, including spearheading new gap financing efforts in support of LIHTC projects facing shortfalls due to the pandemic. Michael also served as senior policy advisor, analyst and strategist for Affordable Housing Solutions in Dallas TX. In this role, he advised, crafted and implemented

policy for private clients, elected officials and international bodies on issues related to affordable housing and homelessness at the state, local and federal level with the goal of economic development and promoting safe, decent and affordable housing and supportive services for low- and very low-income populations. He attained a Ph.D. in Finance from the Academy for International Modern Studies (London) and J.D. from Southern Methodist University.

- Senior Real Estate Development Manager, Mandy Burbage: Mandy joined PHA in 2020 with 13 years of planning and development experience in the Charlottesville area. Mandy most recently managed land development and entitlement activities for Habitat for Humanity of Greater Charlottesville, including the successful rezoning of Southwood Mobile Home Park, a resident-led, master planned trailer park redevelopment with a commitment to resident non-displacement. Prior to Habitat, Mandy worked in the public sector as a senior land use planner. She is currently the project manager for the redevelopment of Friendship Court, managing construction on the first phase while coordinating resident engagement, entitlement, design, and permitting efforts for subsequent phases. She holds a Masters in Urban and Environmental Planning from the University of Virginia.
- Real Estate Development Manager, Ernesia Coles: Ernesia joined PHA in March 2022 bringing 15+ years of experience in community engagement and organizing, creative placemaking, property and asset management, and affordable housing development. She served as Executive Director of the Danville Neighborhood Development Corporation where she partnered with local government and foundations to develop resident-led neighborhood revitalization strategies, home improvement programs, and the Danville Land Bank. As Executive Director of Northside Community Housing in St. Louis, she raised over \$32.5 million in multi-layered financing for affordable residential and mixed-use real estate development. Ernesia holds degrees from the University of Virginia and Washington University.

In addition, Chief Financial Officer (CFO) William Bush has 11 years of experience leading financial operations for real estate development and management companies. Prior to joining PHA in 2016, William worked for 4.5 years as Comptroller for Park Properties Management, a for-profit affordable housing property management firm. Prior to Park Properties Management, William served as Controller for Virginia Oil Company where he managed all aspects of the finance department overseeing a \$50 million operation. Prior to Virginia Oil, William was audit manager for the public accounting firm Robinson, Farmer, Cox Associates. He is a 1990 graduate of Virginia Tech, where he majored in accounting, a Certified Public Accountant and member of the Virginia Society of Certified Public Accountants.

Among PHA's significant partners are the National Housing Trust and the Piedmont Community Land Trust.

- National Housing Trust (NHT) creates and preserves affordable homes to provide

opportunity, advance racial equity, reduce economic disparities and strengthen community resilience through practice and policy. NHT created NHT Communities (NHTC) in 1999 as the real estate development arm of NHT, building off of early technical assistance to other real estate owners. Since its creation, NHT Communities has participated in the preservation and improvement of over 10,000 affordable units in 13 states and the District of Columbia. NHTC and PHA initially partnered together on the purchase and renovation of Friendship Court in 2002, made possible with Low Income Housing Tax Credits.

- Founded in 2008, Piedmont Community Land Trust (PCLT) is the first and longest-running community land trust in Virginia. The addition of the PCLT's first professional staff almost three years ago prompted growth in development, expanding inventory to 16 homes, and facilitated the partnership with PHA. The goal of the partnership is dramatically increase growth, capitalization, and staff and planning capacity which has already been evidenced by the portfolio expanding by another nine for a total of 27 CLT homes.

The addition of Shekinah Mitchell as the new Director of the PCLT has brought fresh perspective and a wealth of experience to this important work. Shekinah has over 15 years of experience working in affordable housing and comprehensive community development. She has worked within local, regional, statewide and national organizations including Virginia Commonwealth University, Urban Hope RVA, Local Initiatives Support Corporation (LISC), and the Virginia Early Childhood Foundation. Shekinah holds a Masters Degree in Urban and Regional Planning from Virginia Commonwealth University which is complimented by her Bachelor's in Business Management from Radford University. She served as a founding Board member for the Maggie Walker Community Land Trust and served as a 2018 Health & Equity Fellow at Richmond Memorial Health Foundation where she performed national research on culturally responsive design of community development projects as a strategy to advance equity.

9. Property Maintenance Management Plan – Provide a summary of activities intended in order to maintain the completed project including, but not limited to, on-site management, 24-hour responsible contact, long-term maintenance budgeting, staffing capacity, etc.

Alliance Management, the property management subsidiary of Piedmont Housing, currently manages operations for Friendship Court and all other Piedmont Housing communities, provide tax credit compliance services, and coordinates resident maintenance and services at Friendship Court. This management service will continue with the redevelopment Friendship Court. Alliance Management's current management portfolio includes 13 communities with almost 700 apartment homes in both urban and rural areas of our Central Virginia region. All of the communities within the current portfolio were developed through the LIHTC program and are therefore subject to LIHTC compliance requirements. Alliance Management is well versed in the program requirements and each community is currently in good standing with VHDA and

the IRS which monitors LIHTC compliance. As part of financing compliance and best practice operations, Alliance Management has developed strong long-term asset management practices, including property-specific long-term maintenance budgeting. Alliance Management provides on-site management and residents have access to a 24-hour responsible contact number for emergencies.

The Community Management Team is led by Sara Lewis-Weeks, Director of Property Management, a seasoned affordable housing property management professional experienced with LIHTC, HUD, HOME, and RD. She also holds HCCP, COP, and AHM certifications. Our Community Management team comprises 23+ property management and maintenance professionals at 13 apartment communities, and a Resident Services Coordinator. The majority of community management staff hold certifications as occupancy specialists and all, including maintenance staff, participate in annual Fair Housing Certified Trainings. In addition, Piedmont Housing Alliance has its own, in-house Compliance Department. We continue to educate our staff through VHDA trainings, local apartment council trainings, as well as individually skilled trainings. We have worked closely with other local educational outlets such as Piedmont Virginia Community College (PVCC), Charlottesville-Albemarle Technical Education Center (CATEC), R.E. Michaels, and Inspiring HR.

Authorization:

Organization Name: Piedmont Housing Alliance

Project Title: Friendship Court Community Resource Center

I, Sunshine Mathon certify that I am
authorized to submit

(Authorized Organization Official – print name)

this application for funding interest to the City of Charlottesville. I certify that all
information contained herein is accurate to the best of my knowledge. I understand that
no funding is guaranteed.



Signature

11/30/2022

Date

Executive Director

Title