



City of Charlottesville
Application for Funding Interest

(all items must be completed)

1. Applicant Information

Organization/Applicant name:

Contact name:

Title:

Organization Address:

Phone:

Email:

2. Project Information

Project Name:

Project Location:

Project Description:

Explain the status of applicant's site control:

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

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

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

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

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

Authorization:

Organization Name: _____

Project Title: _____

I, _____ 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

Date

Title



*Application to the City of Charlottesville
Housing Development Project Investments (HDPI)*

PROJECT TITLE:
REDEVELOPMENT OF FRIENDSHIP COURT PHASE 2

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 housing subsidy support in the amount of \$4,770,000 (\$45,000 per home) from the City of Charlottesville for Friendship Court's second phase of construction. Phase 2 will include one-for-one replacement of 54 existing Project-Based Section 8 rental homes as well as 52 additional new homes serving households ranging from 30-80% AMI. Income-tiering will be spread across the Phase 2 site so that any existing stigma of Section 8 subsidy is "hidden" through income integration. Six (6) of the 52 additional homes will be developed as owner-occupied homes for sale through the Piedmont Community Land Trust. Phase 2 construction is slated to start in Q1 2024 after Phase 1 residents have moved into their new homes in Phase 1.

In addition to the housing subsidy described above, Piedmont Housing Alliance is requesting \$3,400,000 in infrastructure funding from the CIP to support the construction of new public roads and the first half of the new public park being developed at the center of the Friendship Court. The ownership of all such infrastructure will be transferred to the City of Charlottesville upon completion.

For over 40 years, Friendship Court has been a place to call home for hundreds of families. For some, the community has been a vital stepping stone, a refuge during times of financial crisis or the first step towards self-determination. For others, especially families or individuals who depend on small, fixed incomes such as disability or social security, Friendship Court has been, and will likely continue to be, a lasting home. At the same time, some families who arrive at Friendship Court hoping for stability become entangled in the veiled web of systemic hurdles that make it so difficult for anyone to fracture generational cycles of poverty.

Redevelopment of Friendship Court, one of the City's critical civic infrastructures, arises out of a need to redress the longstanding and historical housing inequities that have plagued our region, and the nation, and that have robbed these and other low-income families of the hope of a brighter future. It's time to replace the 40+ year-old buildings that are approaching the end of their useful life. It's time to lift the stigma of economic and social isolation faced by the families who live at Friendship Court. It's time to engage the residents with earnest transparency and committed partnership.

Our first commitment is to the 150 extremely low-income families that now live in Friendship Court so that redeveloping the site displaces no one. All of our planning turns on this first principle. It means crafting a plan to redevelop in phases, a goal made possible because of the four acres on the existing site that were never developed, remaining as open space and allowing for a phased "build first" approach. After the first phase of

new homes is built in the existing open space, 46 families will move in, freeing up land for a second phase of new development, including for 54 of existing Friendship Court families. This process will continue through four phases, with each subsequent phase opening two years after the previous one is complete.

Keeping residents at the center of rebuilding their neighborhood is embodied in the Friendship Court Advisory Committee, a team of nine residents elected by their neighbors to represent them through the process, and an additional six members from the at-large Charlottesville community. Led by residents, Advisory Committee members have become genuine partners in planning their community's future, co-designing every aspect of the site with all major decisions passing through their hands.

Among those major decisions, Advisory Committee members recommended and embraced a plan that adds new apartments, offering strategic tiers of affordability options in the new community. This plan enables existing families to move into new housing they can afford while staying connected to their community and frees up Section 8 subsidized homes for families with lower incomes.

The elements that defined Phase 1 will continue in Phase 2 and the future phases. All buildings will be designed and built to Passive House Institute of the United States (PHIUS) energy efficiency standards, and will include as much solar energy production as roofs allow. All major design and development decisions will be made by the resident-led Advisory Committee.

Different from Phase 1, Phase 2 is structured as a tax-exempt bond 4% bond tax credit transaction. In particular, due to demographic updates in the most recent census data, the census tract that Friendship Court is located within will lose its Qualified Census Tract (QCT) HUD designation on January 1, 2023. The loss of this designation equates to a loss of ~\$5 M in LIHTC equity for each future phase. However, in partnership with Virginia Housing, we have devised a strategy that will "lock in" Friendship Court's QCT eligibility by applying for non-competitive 4% bonds before the end of 2022 for both Phases 2 and 3.

Most other state-level interest financial support and grants that supported Phase 1 are available for Phase 2. One source in Phase 1, DHCD's Housing Innovations in Energy Efficiency (HIEE), is uncertain in 2023. However, new state and federal resources have arisen in recent months, including the Virginia State Housing Tax Credit and yet-to-be-detailed federal monies dedicated to energy efficiency work passed in the 2022 Inflation Reduction Act (IRA).

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

Friendship Court Phase 2 construction will create 106 new affordable rental and for-sale homes, directly contributing to Charlottesville's housing goal of ***"increasing the ratio of supported affordable units to 15% of total housing units by 2025."***

The need to redevelop Friendship Court, a 12-acre block of concentrated poverty, grew out of two intersecting factors: the urgent mandate to build more affordable housing in the Charlottesville region, coupled with the critical need to redress the historical economic, social and educational barriers faced by black American families in particular. To gain a broad yet nuanced understanding of what could meet current residents' need and desires, Piedmont Housing Alliance and the design team solicited resident input through multiple channels. The team conducted in-home interviews, interactive teen workshops, community-wide planning discussions, and input from the Advisory Committee, most of whom are Friendship Court residents elected by other residents. The team also met with more than 100 people representing local businesses, nonprofits, government and neighborhood groups.

Based on all the feedback, the Advisory Committee prioritized the following needs for the redevelopment of Friendship Court: improve the quality of life and foster access to opportunity for all residents, no displacement of current residents, physically and socially re-connect and integrate the site throughout and to surrounding areas, and respect and value for the lives of all residents.

Other sources document the fact that the Charlottesville region, including surrounding counties, is in the midst of a dire affordable housing crisis, adversely affecting thousands of low-income households. The housing market demand far exceeds supply, leading to high rents, long wait lists, and an overwhelming number of families spending grossly disproportionate amounts of their limited incomes on rent. And for those households who are able to achieve some economic upward mobility, tiers of affordability in the Charlottesville region are nearly non-existent, resulting in families having to move far out of the area to find housing they can afford.

Consider also how the high costs of housing exacerbates the financial challenges faced by local residents with very low to moderate incomes. The most recent Orange Dot Report (jointly published by Piedmont Virginia Community College's Network2Work and the Equity Center at the University of Virginia in October 2022) reports that thousands of families struggle to buy or rent housing they can afford within a limited budget that leaves little to support other basic needs. Further, according to Housing Forward Virginia's Sourcebook, a comprehensive collection of housing affordability metrics, 36% of all households (46% of renters and 24% of homeowners) in the City are cost-burdened, paying more than 30% of income for housing. Among renters of all income levels, 46% are cost-burdened. However, that statistic alone does not reveal the whole story: 80.6% of families making between \$20,000 and \$34,999 are cost-burdened, and among low-income (\$20,000 and under) renters in the City of Charlottesville, cost burden levels are at nearly 90% and many of these households pay much more than half of their income on housing costs.

Although families facing economic instability live throughout our region, the likelihood that they are struggling varies by race and place, according to the most recent Orange Dot Report (jointly published by Piedmont Virginia Community College's Network2Work and the Equity Center at the University of Virginia in October 2022). Thirty-two percent of Black families make less than \$35,000 a year – not enough to afford food, shelter, clothing, utilities and the added costs associated with working, such as childcare and transportation – compared to 11% of white families. This persistent gap results from past and ongoing policies that suppress investment, opportunity, and wealth creation in Black communities. Further, within every locality except Fluvanna, there are neighborhoods where 25% or more of families earn less than family-sufficient incomes. The four neighborhoods with the highest percent of struggling families are in the city of Charlottesville.

The need is clearly documented: the Charlottesville region faces a severe shortage of affordable housing for its residents, making the work being carried out by Piedmont Housing Alliance, along with other affordable housing organizations, critical if we, as a community, are to have any success at bending the arc of housing equity for families of color and other families with low-wealth.

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, Piedmont Housing 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 Piedmont Housing 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, Piedmont Housing 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). Piedmont Housing 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, Piedmont Housing is poised to successfully develop Friendship Court Phase 2. As with Phase 1, Piedmont Housing and NHT Communities will serve as the owner and developer of the site, and Piedmont Housing Alliance, through its subsidiary Alliance Management, will provide property management services as units are leased. Piedmont Housing and NHT Communities successfully secured 9% tax credits for Phase 1 and began construction in January 2022. Piedmont Housing has also been working with the resident-led Advisory Committee for over two years to design Phases 2 and 3 and will be submitting a 4% bond application for both phases before the end of 2022 in order to lock in the Qualified Census Tract (QCT) designation and preserve the critically-needed basis boost that comes with such designation.

In addition to City funding, Phase 2 sources will include: \$2,000,000 will be sought from DHCD for similar VHTF, NHTF, and HOME (\$2.5M was awarded from those three sources for FC Phase 1).

A First Mortgage of \$14,624,000 is assumed from Virginia Housing. This is based upon NOI assumptions regarding REACH blending and the FC Phase 1 precedent of VH underwriting the increment of property taxes that are generated from the new construction flowing back to the project from the City of Charlottesville. On Phase 1, this generated a loan tranch of \$1,848,000.

Additional sources anticipated are State Housing Tax Credits, HIEE funds to the extent they are available at time of closing in early 2024, and FHLB AHP funds (\$500,000 for FCP1).

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

Tax Credit Equity	\$20,476,849
First Mortgage	14,624,000
City Housing Subsidy	4,770,000
City Infrastructure CIP	3,400,000
Other Subsidy Sources	2,850,000
Deferred Developer Fee	1,500,000

TOTAL \$47,620,849

Uses

Construction	\$38,538,329
Financing Costs	3,399,626
Developer Fee	3,000,000
Architecture & Engineering	1,260,000
Reserves & Escrows	794,434
Owner's Construction Costs	341,250
Professional Services	192,710
Operating & Carrying Costs	94,500

TOTAL \$47,620,849

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.

The development team has thoughtfully planned the following milestone timeline and is confident in its ability to meet the milestones and adapt to any financing or construction delays. Since early 2022, the development team has been developing construction documents, planning for permitting, and pursuing financing with the goal of starting construction in the first quarter of 2024. Construction is scheduled to take approximately 20 months with project completion and full occupancy anticipated by Q4 2025.

Site Plan Submitted	Dec 2022
Site Plan Approval	Dec 2023
4% Bond Application Submitted	Dec 2023
Building Permit submitted	Jul 2023
Building Permit Issued	Dec 2023
4% Bond Issued	Jan 2024
Closing process / Construction Start	Mar 2024
Construction Complete	Nov 2025
Lease Up Complete	Mar 2026

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

Since 1983, Piedmont Housing Alliance 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.

Piedmont Housing 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, Piedmont Housing 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, Piedmont Housing leveraged \$6,273,332 for the acquisition and rehabilitation costs for an additional 97 units in Albemarle County.

Pipeline Projects:

Piedmont Housing 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.

- Piedmont Housing 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. Piedmont Housing 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.

Piedmont Housing has strong administrative, financial, and personnel capacity to successfully complete this project. Our 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 Piedmont Housing, 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 Piedmont Housing 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 received 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 Piedmont Housing 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, Ernecia Coles: Ernecia joined Piedmont Housing 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. Ernecia 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 Piedmont Housing 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 Piedmont Housing Alliance'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 Piedmont Housing 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 Piedmont Housing Alliance. 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 Master's 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.

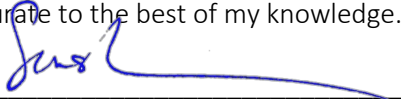
Authorization:

Organization Name: Piedmont Housing Alliance

Project Title: Friendship Court Phase 2

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.



11/30/2022

Signature

Date

Executive Director _____

Title