



**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:**  
**HINTON AVENUE – RACHEL'S HAVEN**

**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.**

Hinton Avenue United Methodist Church (HAUMC) has partnered with Piedmont Housing Alliance (PHA) for the development of Rachel's Haven, a planned 45-unit, affordable apartment community that will include the integration of independent living for adults with developmental disabilities integrated with affordable housing. The project site is at 750 Hinton Avenue in the North Belmont Neighborhood of Charlottesville. HAUMC owns the 0.76-acre property. In July 2019, the congregation oversaw the property's successful rezoning from R-1S to Neighborhood Commercial Mixed Use Corridor District for the redevelopment.

The project site is 750 Hinton Avenue in the historic North Belmont Neighborhood Historic District. Only a half mile from downtown Charlottesville, it is a desirable location. The chapel structure was built in 1909 and underwent renovations and the addition of a classroom wing in 1958. All improvements are one-story brick and recognized as a contributing historic resource on the National Register of Historic Places, making the project eligible for federal and state Rehabilitation Tax Credits. The redevelopment will likely consist of the adaptive reuse of the existing church building, including its education wing, and a new residential building on the church campus. If space on the site allows, affordable townhomes may also be developed through the Piedmont Community Land Trust. Those homes will be sold to families at or below 80% AMI, with the land trust model ensuring permanent affordability. The total number of rental and homeownership is approximately 45.

While PHA is the developer and applicant for City funding, each partner brings to the table a mission focused on serving broader community needs, including affordable workforce housing and housing for adults with developmental disabilities who are able to live independently. Rachel's Haven's accessible apartments will provide a long-term solution for adults with developmental disabilities and relief for their aging parents who may currently be caring for them at home. Piedmont Housing has demonstrated expertise in developing and managing high-quality affordable housing and in providing specialized resident-focused support services, currently managing 13 rental communities. Residents receive robust resident services that support housing stability such as financial counseling, eviction prevention, food access, wellness programs, social activities and events that provide a sense of community, and established relationships with community partners. Other project/programming partners include Region Ten Community Services Board, Virginia Housing, and the Virginia Department of Behavioral Health and

Developmental Services for the provision of rental subsidies and to assist with identifying and qualifying adults with developmental disabilities for available apartments. To ensure an integrated living setting, as a federal requirement, no more than 25% of all units may be set aside for those with developmental disabilities.

Plans for Rachel's Haven are currently under discussion and revision. Tentative plans are for the construction of a new apartment building and for the adaptive reuse of the HAUMC church building and education wing into apartments, community room, and a leasing office. Forty-five apartments and homes are planned over approximately 26,000 square feet. The unit mix will likely include 9 one-bedroom and 30+ two-bedroom apartments to be leased to individuals and households with incomes between 30% and 60% of the Area Median Income (AMI). Based on current LIHTC and FMR levels, monthly rents could range between \$489 and \$1,485 based on the unit type and income restrictions for each unit. As the primary source of project financing, PHA will pursue Low Income Housing Tax Credits (LIHTC), that allow enough flexibility to ensure that residences remain affordable for these targeted groups for a minimum of 30 years. The project may also include townhomes affordable for homebuyers at or below 80% AMI and sold under the community land trust program.

Mindful of the impact of utility costs on the budgets of low-income households, and in the effort to achieve the highest level of energy efficiency and sustainability the project can afford, Piedmont Housing is likely to pursue certifications from Enterprise Green Communities, the national standard for green-built affordable housing, as well as U.S. Department of Energy (DOE) Zero Energy Ready Homes (ZERH). We will also explore Passive House certification under the PHIUS Multifamily protocol, an extremely stringent design, construction, and verification practice that ensures durability, excellent moisture management, and significant energy reductions through passive strategies, including increased insulation, robust air-sealing, thoughtful mechanical specifications, and attention to detail. Designing to these standards would provide a higher quality building envelope and operational efficiencies that directly benefit residents through increased durability and reduced utility bills. Piedmont Housing may also pursue funding for a solar panel installation on all roofs to further project sustainability goals and reduce utility costs for residents. This effort would take place outside of the funding scope for the base building development.

The project will include apartment homes to meet the needs of residents with physical disabilities. All Rachel's Haven apartments will likely meet or exceed Universal Design standards, which is the gold standard for the adaptability of residential units to meet changing accessibility needs. The project will tentatively deliver 5 fully accessible, Section 504 units for residents with physical impairments and 2 accessible units for residents with sensory impairments.

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

In 2027, Rachel's Haven will likely produce approximately 45 affordable apartments for lease to adults with developmental disabilities and to working, low-income households, and affordable homeownership opportunities. By targeting these specific populations, the project aims to contribute to the City of Charlottesville's 2021 Comprehensive Plan housing goals of *"diverse housing throughout the City [by supporting] a wide range of rental and homeownership housing choices that are integrated and balanced across the city, and that meet multiple City goals"* and also *"energy and water efficiency [by increasing] the energy performance, water efficiency, and environmental sustainability of housing throughout the city."*

Moreover, in the last couple of years, both the City of Charlottesville and the Thomas Jefferson Planning District Commission have commissioned housing needs assessments. The resulting data are dire. Regionally, over 11,000+ households are housing-cost burdened, with the large majority living in the urban center of Charlottesville and Albemarle County. Of this number, over 2,000 households in the urban core are severely cost burdened, paying more than 50% of their incomes towards housing costs. This burden falls disproportionately on households with incomes below 50% AMI, including adults with developmental disabilities who are able to live independently but due to high regional rents must reside with family because they cannot afford a home of their own.

Rachel's Haven should address the City's housing need through the provision of apartment homes that are affordable to residents with disabilities, many of whom have household incomes at or below 30% AMI, and working adults with household incomes at or below 60% AMI. This project will likely provide integrated housing that encourages and enables those with developmental disabilities to live as independently as possible. The design of the apartment homes and the overall apartment complex will likely offer a high degree of ADA accessibility and visit-ability. Each individual home may be accessible, including bathrooms and kitchens. The buildings composing the overall campus will likely include accessible routes to each home and to the campus amenities that will include laundry facilities, recreational areas, outdoor landscaped activity and lounge areas, and common spaces.

Rachel's Haven may be a model of integrated, affordable housing for adults with developmental disabilities living independently for the region and, possibly, the state of Virginia. The developmentally disabled, who have few if any other options for living a full and independent life, have a great need for housing that they can afford. This project seeks to alleviate this great need in a location where it can be realized and implemented in the most effective way. Moreover, in its design, the project will not visibly differentiate between the apartments of the developmentally disabled and those that are market rate or serving as workforce housing. All housing will likely include significant visit-ability and accessibility features inside and outside. Also, Rachel's Haven will likely be designed to complement existing homes in the historic Belmont neighborhood in scale and materials.

Rachel's Haven will likely promote infill development that supports bicycle and pedestrian-oriented infrastructure and robust public transportation to better connect residents to jobs and commercial activity. The project may infill vacant/underused space and provide an adaptive reuse of built fabric that is currently under- or un-used. The likely reuse of Hinton Avenue United Methodist Church's existing buildings and materials is promoted within the principals of "green building" and would upgrade the energy efficiency of the existing structures. It is very likely that the new residents will be pedestrians, bicycle riders, and public transit customers. The project is likely pedestrian-oriented, with its main door on Hinton Avenue, an accessible route around and within the building, and several bike lockers and racks planned.

By providing more than just one-bedroom homes, the development would accommodate those with special needs who may have dependents or prefer a roommate. High-speed internet service will likely be provided at no charge in each apartment. The project is tentatively designed to allow residents to age-in-place as every unit, at a minimum, will likely contain universal design elements. Moreover, high energy efficiency standards will ensure low energy costs, and public transportation may be accessed well within a quarter of a mile of the site.

Residents will likely benefit from Piedmont Housing's resident services programs, which currently includes multiple monthly food distributions and Eviction Prevention Program, managed by a Resident Services Coordinator. In addition, the development is less than a mile from Piedmont Housing's new Financial Opportunity Center which provides housing counseling and education services and resources to renters as well as prospective buyers and homeowners.

### **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.**

For decades, a methodical and successive set of restrictive and destructive policies and decisions have stratified power and wealth by race in the Charlottesville-Albemarle region. Urban renewal, racial deed restrictions, biased lending practices, and other similar tools created and perpetuated two distinct localities – bucolic estates, pleasant cafes, and stately historic districts juxtaposed with crumbling communities devoid of pathways for upward mobility. The result that we live with today is an 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 housing costs.

Rachel's Haven is likely to provide new, affordable homes for persons with disabilities in a desirable, high-opportunity neighborhood that offers supportive amenities for low-income residents in the city of Charlottesville. The project may consist of 45 one-, two-, and three-bedroom homes to serve household incomes between 30% and 60% AMI. Specifically, the affordable unit mix will be 5 units at or below 30% AMI, 22 units between 31% and 50% AMI, and 18 units below 60% AMI.

Located in U.S. census tract 4.02, Rachel's Haven would be located in a low-poverty community (11.3%) and within close proximity to numerous amenities, services, and educational options. Within a quarter-mile, bus stops provide convenient access to public transit. Within a half mile of the site, residents will have access to public parks and recreation (Belmont Park, Rives Park, and Quarry Park). Clark Elementary School is located within a quarter of a mile of the site. The project's location will also provide convenient access to public transit with two bus stops located within a quarter-mile of the site. Numerous economic/employment opportunities are located in an industrial zone that stretches a quarter to a full mile of the site, at Harris Street, west of McIntire Road. The site is only a mile from a local job center in downtown Charlottesville and surrounding downtown businesses, two miles from UVA grounds, less than three miles from the major commercial corridor of Route 29, and close to Sentara Martha Jefferson Medical Campus.

A potential partner for the for-sale portion of the redevelopment is the Piedmont Community Land Trust (PCLT). If space on the site allows, PCLT homebuyers will have incomes below 80% AMI; if additional subsidy is secured, target incomes will be less than 50% AMI. The Community Land Trust equity-share, homeownership model ensures permanent homeownership affordability. Based on the PCLT equity-share model, low-income homebuyers will own their townhomes, and at the time of resale, retrieve the equity they have built by paying down their mortgage plus 25% of the appreciated value. This formula then allows 75% of the appreciated value to be deducted from the base price of the house, helping to preserve access to affordable homeownership for the next buyer for long-term results. The 75% stays within the home and serves as ongoing subsidy for future purchasers of the PCLT property. Detailed in the ground lease, and explained through the mandatory program orientation, the resale formula is



structured in a way that creates an on-ramp for individual wealth-building while retaining communal access to affordable homes.

Rachel's Haven residents could also benefit from Piedmont Housing's resident services program, which includes multiple monthly food distribution and Eviction Prevention Program, managed by a Resident Services Coordinator, and the development is less than a mile from Piedmont Housing's new Financial Opportunity Center.

**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).**

Until HAUMC and the Charlottesville District of the United Methodist Church make a decision on Piedmont Housing's acquisition of 750 Hinton Avenue, and until Piedmont Housing decides on a final redevelopment plan, rezoning and site plan revisions are likely. However, as an experienced affordable housing developer and property manager (detailed in our response to question 8), with demonstrated progress towards meeting project-readiness milestones, Piedmont Housing is poised for the successful development of the Rachel's Haven project.

Piedmont Housing tentatively plans to submit the project's LIHTC application in March 2025 with an anticipated reservation of credits in July 2025. Once LIHTC funding is secured, the development team would move forward with construction documents, permitting, and securing any remaining financing with the goal of starting construction in the first quarter of 2026. Construction may take approximately 18 months with project completion and full occupancy anticipated by the end of 2027.

Funding for Rachel's Haven will likely include Low Income Housing Tax Credits (LIHTC), coupled with other funding sources including DHCD Affordable and Special Needs Housing (ASNH) funding, HIEE funding (via ASNH), Charlottesville Affordable Housing Fund, and anticipated Project-Based Vouchers and/or project rental assistance from other sources (including Region Ten Community Services Board or state agencies).

Piedmont Housing financing applications for construction financing will likely include the following:

- LIHTC 9% Application - March 2025
- DHCD ASNH Application – March 2025
- Virginia Housing First Mortgage Application - August 2025
- Federal Energy Efficiency Funding - TBD
- City Affordable Housing Fund Application – Submitted November 2022

**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.**

Piedmont Housing Alliance requests \$2,025,000 in funding from the City of Charlottesville for the Rachel's Haven project. The development and operating budget, however, will not be developed until site and improvement plans are decided. We are, however, certain that 9% LIHTC will be pursued to finance most

construction costs and to ensure long-term affordability for working households and adults with developmental disabilities. Because LIHTC limits annual rents which, in turn, limits the maximum amount of financing the project will absorb, Project Based Vouchers (PBVs) and soft/quiet financing administered by DHCD will be pursued, including National and Virginia Housing Trust Fund dollars.

Sources

Tax Credit Equity	\$7,822,000
First Mortgage	\$5,975,000
City CIP Funds	\$2,025,000
Other Subordinate Loan(s)	\$2,000,000
Other Grants	\$1,500,000
Deferred Developer Fee	\$550,000
TOTAL	\$19,872,000

Uses

Acquisition	\$900,000
Construction	\$14,551,000
Architecture & Engineering	\$573,000
Owner’s Construction Costs	\$290,000
Professional Services	\$149,000
Financing Costs	\$1,172,000
Partnership Costs	\$91,000
Operating & Carrying Costs	\$46,000
Reserves & Escrows	\$300,000
Developer’s Fee	\$1,800,000
TOTAL	\$19,872,000

**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 final project schedule is dependent upon an acquisition agreement between HAUMC and Piedmont Housing and a subsequent redevelopment plan. However, Piedmont Housing has the following schedule in mind:

Acquisition	Fall 2023
Rezoning Approval	Spring 2024
Site Plan Submission	Jun 2024
Site Plan Approval	Feb 2025
LIHTC Application Submitted to VH	Mar 2025
ASNH & HIEE Application Submitted to DHCD	Mar 2025
LIHTC Final Rankings Announced	Jun 2025
LIHTC Reservation Documents Executed	Jul 2025
Building Permit Application Submitted	Jul 2025
First Mortgage Application Submitted to VH	Aug 2025
Building Permit Issued	Jan 2026

Closings: Financing & Acquisition	Mar 2026
Construction Start	Mar 2026
Construction Complete	Sept 2027
Lease Up Complete (Placed In Service)	Dec 2027

**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 homes of new rental housing development and rehabilitation of existing homes, between 2015 and 2018. In 2015, Piedmont Housing provided \$1,079,029 for the rehabilitation of 30 rental homes of affordable housing, reserved for low-income seniors, in the rural community of Crozet. In 2016, as a CHDO and nonprofit partner to enable Low Income Housing Tax Credit (LIHTC) financing, acting as a primary conduit for project financing for land acquisition Piedmont Housing provided \$950,000 and was a development partner on a \$10.7 million housing project that created 54 homes for low-income seniors. In 2017, Piedmont Housing leveraged \$6,273,332 for the acquisition and rehabilitation costs for an additional 97 homes in Albemarle County.

Piedmont Housing has several affordable housing developments in its pipeline:

- Hickory Hope Apartments, a 121-unit 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 (HIEE) grant dollars. The project was granted 8 Project Based Vouchers (PBVs) 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.
- MACAA Redevelopment, an affordable, 66-unit apartment and 20-unit homeownership development to serve households with incomes at 30%, 50%, and 60% AMI. The redevelopment of the Monticello Area Community Action Agency (MACAA) site is a partnership between Piedmont Housing, MACAA, Habitat for Humanity of Greater Charlottesville and the Piedmont Community Land Trust. A small number (8) of market rate townhomes will also be development. Space for MACAA to operate a Head Start preschool program will be provided in one of the apartment buildings.
- Park Street Senior Apartments, a 50-unit affordable housing community for the elderly 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 which is dedicating nearly half of the wooded area behind its sanctuary and preschool buildings for affordable housing.

- Currently, construction is underway on Phase I of the redevelopment of Friendship Court Apartments, a Project-Based Section 8 subsidized apartment complex serving 150 families in Charlottesville. Phase I of redevelopment includes one-for-one replacement of 46 of the existing Project-Based Section 8 homes, as well as 60 additional new homes serving households ranging from 30 to 80% AMI. Project funding includes LIHTC equity, Virginia DHCD ASNH funds, and City of Charlottesville funding. The Phase I project will be completed October 2023. By the end of all four phases in 2029, all 150 existing Section 8 subsidized homes will be replaced, and an additional ~300 new homes will be added to create a tiered-income community model serving households from below 30% AMI up to 80% AMI. All homes will be protected with long-term affordability restrictions.

**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 homes. 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 Master’s in Architecture from the University of Texas, Austin.
- Senior Real Estate Development Manager, Mandy Burgage: 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 currently oversees due diligence, entitlement, design coordination, and permitting efforts on multiple projects.

- 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.
- Chief Financial Officer, William Bush: Bill has 11 years of experience leading financial operations for real estate development and management companies. Prior to joining Piedmont Housing in 2016, Bill worked for 4.5 years as Comptroller for Park Properties Management, a for-profit affordable housing property management firm. Prior to Park Properties Management, he served as Controller for Virginia Oil Company where he managed all aspects of the finance department overseeing a 50 million dollar operation. Prior to Virginia Oil, Bill 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. He is a Certified Public Accountant and member of the Virginia Society of Certified Public Accountants.
- Director of the Piedmont Community Land Trust (PCLT), Shekinah Mitchell: The addition of Shekinah in February as the new Director of the PCLT has brought a 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 also served as a 2018 Health & Equity Fellow at the Richmond Memorial Health Foundation where she performed national research on culturally responsive design of community development projects as a strategy to advance equity.

The Piedmont Community Land Trust (PCLT) is the first and longest-running community land trust in Virginia, started in 2008. The addition of the PCLT's first professional staff almost three years ago prompted recent growth in development, expanding inventory to 16 homes, and facilitated the merger of operations with Piedmont Housing Alliance. The goal of the operational merger is to dramatically increase growth, capitalization, and staff and planning capacity which has already been evidenced by the portfolio expanding by another 9 for a total of 27 CLT homes. The Fifeville Prospect Avenue Rehab project will add another 5 homes to the portfolio, putting the PCLT on track to reach at least 38 by summer 2023.

**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 Alliance, will oversee operations, provide Low Income Housing Tax Credit (LIHTC) compliance services, and coordinate residence maintenance and services. Their 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 Virginia Housing 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, capital improvement budgeting for use of the property’s Replacement Reserve. Alliance Management also provides on-site management and residents have access to a 24-hour maintenance service number for emergencies. Typical after-hour emergencies include no heat or air conditioning above/below certain outdoor temperatures, water/plumbing leaks, sewer back-up, and a broken exterior lock or window.

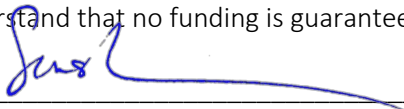
Alliance Management’s community management team is led by Sara Lewis-Weeks, Director of Property Management, a seasoned affordable housing property management professional experienced with LIHTC, HUD, HOME, and RD. She also holds HCCP, COP, and AHM certifications. The management team comprises over 23 property management and maintenance professionals at 13 apartment communities, and a Resident Services Coordinator. The majority of community management staff holds 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. The management team continuously maintains and builds its capacity through Virginia Housing trainings, local apartment council trainings, as well as individually skilled trainings. Moreover, a close working relationship is maintained with local educational outlets such as Piedmont Virginia Community College (PVCC), Charlottesville-Albemarle Technical Education Center (CATEC), R.E. Michaels, and InspiringHR.

**Authorization:**

Organization Name: Piedmont Housing Alliance

Project Title: Hinton Avenue - Rachel’s Haven

I, Sunshine Mathon, certify that I am authorized to submit 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