



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:
MACAA REDEVELOPMENT

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.

The Monticello Area Community Action Agency (MACAA) has partnered with Piedmont Housing Alliance (Piedmont Housing) and Habitat for Humanity of Greater Charlottesville (Habitat) for the redevelopment of its current Head Start and office site at 1025 Park Street into a new, primarily affordable, mixed-tenure residential community. The Charlottesville Redevelopment and Housing Authority (CRHA) and the Piedmont Community Land Trust (PCLT) are other potential partnerships being explored. The redevelopment of 1025 Park Street on a prominent, underutilized 9.3-acre site between the North Downtown and Locust Grove neighborhoods provides a unique opportunity to address Charlottesville's affordable housing needs while taking advantage of the unique character of the grounds and sloping landscape.

The overall MACAA Redevelopment involves the construction of an affordable residential community that includes 66 affordable apartments, 20 homeownership townhomes and duplexes, a small number of (8) market rate homes (constructed by a private developer), and 5000 square feet of classroom space for MACAA's Head Start preschool program. Piedmont Housing will develop 66 homes in multifamily rental apartment buildings. In addition, 20 single-family attached for-sale homes will be developed by Habitat. The development will also include safety improvements at the intersection of Park Street and MACAA Drive. Planned community amenities include a community room, fitness room, library/lounge, elevator access and interior hallways, and access to recreation paths, open greenspace, and a potential playground in the larger MACAA community.

MACAA Apartments: MACAA Apartments' 66 one-, two-, and three-bedroom rental homes will be distributed between 2 buildings. The unit mix is 13 one-bedroom, 47 two-bedroom, and 6 three-bedroom homes serving families between 30 and 60% AMI; specifically, the affordable unit mix is 3 homes at or under 30% AMI, 12 homes at or under 50% AMI, and 51 homes at or below 60% AMI. Both buildings will be financed, primarily, through the syndication of 9% Low Income Housing Tax Credits (LIHTC) administered by Virginia Housing (VH). Applications will be submitted to VH in March 2023.

Discussions with CRHA are on-going for the provision of Project-Based Vouchers and public housing, or Faircloth, homes to the project. This partnership would set aside a larger number of apartments for households that are extremely low-income, well below 30% AMI.

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 its projects can afford, Piedmont Housing is aiming for project 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 will provide a higher quality building envelope and operational efficiencies that directly benefit residents through increased durability and reduced utility bills. Piedmont Housing will also pursue funding for a solar panel installation on all roofs to further project sustainability goals and reduce utility costs for residents.

MACAA Apartments will be accessible to persons who with physical and sensory disabilities. The project will exceed minimum code requirements by providing 7 fully accessible Section 504 homes for residents with physical impairments and 2 accessible homes for residents with sensory impairments. The remaining rental homes are targeted to meet or exceed Universal Design standards, the gold standard for adaptability.

MACAA Homeownership: The MACAA Redevelopment project will also include 28 homeownership opportunities. As a project partner, Habitat will develop a total of 20 affordable townhomes and duplexes. The homes will be sold to low-income families using a low- to no-interest mortgage and a repayment schedule appropriate to each buying family's income. Habitat typically serves families below 50% AMI. Over the last four years, Habitat has served families with an average AMI of 34%.

PCLT is another potential partnership for the homeownership portion of the MACAA redevelopment, and if so, PCLT homebuyers will have incomes below 80% AMI (below 50% AMI if additional subsidy is secured). The Community Land Trust equity-sharing homeownership model ensures permanent homeownership affordability.

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

The MACAA Redevelopment project will create a total of 86 new affordable apartments and townhomes, directly contributing to Charlottesville's housing goal of ***"increasing the ratio of supported affordable units to 15% of total housing units by 2025."***

In January 2022, the Charlottesville City Council approved a resolution that the MACAA Apartments site is located within a Revitalization Area as defined by Virginia Housing. MACAA Apartments will address the City's need for more rental housing opportunities that are affordable for low-income households, including those seeking residence close to work. The development plan addresses the major goals of the Charlottesville Comprehensive Plan with particular respect to housing, community facilities, land use, and environment, and addresses the need for greater affordability within our community while being sensitive to neighborhood context.

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.

The MACAA Redevelopment project directly addresses the City's housing need by providing a range of affordable housing types for residents with a variety of family sizes and incomes, including numerous options for households making at or below 50% AMI. The housing options range from multifamily dwellings, townhouses,

and duplexes, providing a variety of typologies along with a diversity of rental and ownership models – options not readily available within Charlottesville.

According to the MACAA Apartments market study conducted by Real Property Research Group, in the context of the target markets, the proposed rental unit mix is appropriate. In the market area, 68% of renter households are one and two persons, and 42% of households do not contain children. The subject's unit distribution of 20% one-bedroom homes is comparable to the 18 percent of one bedroom unit distribution in the surveyed nine tax credit properties. The proposed share of 71% two-bedroom homes is higher than the surveyed average of 54% among tax credit properties but is appropriate given the design. Even though 28% of the surveyed tax credit homes are three-bedroom homes, the mid-rise design with elevators and interior hallways should attract a sizable older household tenancy (23% of market area renters are over 55 years) that will more than compensate for the limited number of three-bedroom homes targeted to larger families.

The MACAA Redevelopment has been planned holistically, aiming to meet goals around affordability, sustainability, walkability, bikeability, and support of surrounding landscapes. The development will provide a diversity of affordable housing options for people with low incomes within a high-opportunity neighborhood just one mile from a local job center in downtown Charlottesville. The location, within a short distance from downtown, will have convenient access to a system of greenspaces, trails, and other public amenities. The project is positioned around the existing development area of the MACAA site in order to minimize site disturbance during construction and take advantage of the existing topography. The larger-scale apartment buildings will be located towards the interior of the site, allowing direct access to the greenspace, historic gardens, and trail access to residents without crossing busy streets.

The overall development will be constructed to a high level of green building standards and overall construction quality – the standards for LIHTC-funded rental developments far exceed market rate building standards, and Habitat has a proven track record of constructing quality homes throughout the region.

Planned community amenities located in MACAA Apartments are superior to those offered at most LIHTC rental properties and will include a community room, fitness room, library/lounge, elevator access and interior hallways, and access to recreation paths, open greenspace and community gardens, and potential playground in the larger MACAA community. Wi-Fi will be provided free to apartments residents. The development will also include MACAA's Head Start preschool program with 5,000 square feet of classroom space.

Residents will 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. 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, prospective buyers, and homeowners. Services include financial coaching to budget and improve credit scores, rental counseling, down payment assistance, and foreclosure prevention.

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.

The MACAA Redevelopment – both MACAA Apartments and the affordable homeownership sites – will provide new affordable homes for people with a range of incomes in a desirable, high-opportunity neighborhood and with amenities that support economic opportunity for low-income residents in the city of Charlottesville. Housing options in the overall redevelopment range from multifamily dwellings, townhomes, and duplexes, providing a variety of typologies along with a diversity of rental and ownership models – options not readily available within Charlottesville. MACAA Apartments will consist of 66 rental homes, serving families between 30 and 60% AMI with a mix of one-, two-, and three-bedroom apartment homes; specifically, the affordable unit mix will be: 30 homes at under 30% AMI, 6 homes at 40-50% AMI, and 30 homes at 50-60% AMI. For homeownership, PCLT homebuyers will have incomes at 80% AMI or below, and Habitat policies require that applicants have incomes between 25% and 60% AMI.

In addition to Habitat’s nationally recognized sweat-equity and affordable lending model, Piedmont Housing and the PCLT have long-standing programs and resources to assist low-income buyers with purchasing homes of their choice. For over 25 years, Piedmont Housing’s home purchase assistance includes a menu of down payment assistance loans for first-time homebuyers, most of which are revolving funds made possible by a variety of sources (including Virginia HOME funds, local government, and CDFI grant funds), in addition to allocations of VIDA matched-savings funds through DHCD and SPARC low-interest mortgage allocations through Virginia Housing. Piedmont Housing is certified by the U.S. Treasury as a Community Development Financial Institution (CDFI) and by HUD as an FHA Secondary Financing Provider. Piedmont Housing Alliance has assisted more than 1,030 homebuyers through housing counseling and financial resources, and currently manages a portfolio of 416 loans totaling over \$6 million. Currently, homebuyers in the City have access to down payment assistance from DHCD HOME funds and Piedmont Housing Regional Funds.

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.

The project site offers convenient access to many meaningful economic and educational opportunities. The site is located in a low-poverty community (5.6%) and is close to many major employment nodes: less than a mile from the economic/employment opportunities along Harris Street, just one 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, State Farm Insurance, and Peter Jefferson Place Business Park in Pantops. The location will also provide convenient access to public transit with two bus stops located within a quarter-mile of the MACAA site.

The development will provide MACAA’s Head Start preschool program with 5,000 square feet of classroom space. Given MACAA’s organizational mission, including early childhood education was a priority in the neighborhood re-design, so this project includes onsite childcare to integrate services that support working families. Registration for families will follow the model of the current Head Start program that MACAA operates with prioritization given to residents in the site. Households with young children in the community’s rental apartments and homes will have early childhood learning opportunities available only a few feet away from their residences. As a result, parents may confidently pursue educational and career opportunities knowing their children are thriving.

Within one mile of the site, residents – adults and children alike - will have access to public parks and recreation (Brooks Family YMCA, McIntire Park, Charlottesville Skate Park, and Greenleaf Park), and medical services (CVS Pharmacy, Charlottesville Health Department and Free Dental Clinic, and the Charlottesville-Albemarle Rescue Squad). Also, within a mile of the project are both private and public schools. Public schools include Burnley Moran Elementary, Walker Upper Elementary, Jackson Burley Middle, Murray High, and Charlottesville High Schools.

In addition to an impressive location, low- and moderate-income residents of MACAA Apartments will 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. Residents of Piedmont Housing’s rental communities are welcome to participate in “credit clubs” designed to help applicants build their credit and become mortgage-ready for future home-purchase opportunities.

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 (detailed in our response to question 8), with demonstrated progress towards meeting project-readiness milestones, Piedmont Housing is poised to successfully complete the MACAA Redevelopment project. MACAA has executed an agreement to sell the property to Piedmont Housing once all required financing is in place.

Piedmont Housing will be the master developer for the overall redevelopment site and the owner/primary developer of MACAA Apartments, the two multifamily buildings with 66 affordable apartment homes. Piedmont Housing successfully rezoned the property in January 2022 to enable the redevelopment plan and is currently leading site planning efforts for the overall site. The final site plan is currently under review by the City of Charlottesville. Development activities include leading planning and design efforts, community engagement, permitting, and submission of applications for project financing.

Funding for MACAA Apartments will include Low Income Housing Tax Credits (LIHTC), coupled with other funding sources including Virginia DHCD Affordable and Special Needs Housing (ASNH) funding, Housing Innovations in Energy Efficiency (HIEE) funding (via ASNH), Charlottesville Affordable Housing Fund and/or ARPA allocations, and public housing and/or anticipated project-based vouchers from the Charlottesville Redevelopment & Housing Authority (CRHA) or the Albemarle County Office of Housing.

Specifically, Piedmont Housing financing application submissions include the following:

- LIHTC 9% Application - March 2023
- LIHTC 4% Application - March 2023
- Virginia LIHTC (Opportunity Tax Credit) Application – March 2023
- Federal Home Loan Bank Affordable Housing Program Application - June 2023
- Virginia Housing First Mortgage Application - August 2023
- DHCD ASNH and HIEE Applications - Submitted October 2022 (awards January 2023)
- City Affordable Housing Fund Application – Submitted Spring 2022

Further, the development team has engaged community members, City staff, and the City of Charlottesville Planning Commission in a series of meetings in order to identify and address potential issues. Piedmont Housing

convened an initial community meeting for neighborhood residents on July 27th, 2021, at the nearby Charlottesville Waldorf School Pavilion. Thirteen neighborhood residents attended the meeting, which provided an opportunity to introduce the project and receive additional feedback prior to entering the process mandated by the City. The project team then held an official community meeting at Charlottesville High School on August 10th and held a Planning Commission work session on August 24th, 2021.

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.

The overall MACAA Redevelopment budget merging both the homeownership project budget and the rental housing project budget is under development. However, during Fiscal Year 2024 and Fiscal Year 2025, total grant funding requested of the City of Charlottesville for the affordable homeownership portion is \$800,000 to cover site work and pad development.

In addition, for MACAA Apartments (the affordable rental project), \$2,970,000 in support is requested from the City of Charlottesville. The table below presents the Total Development Budget (sources and uses) for the project.

Sources

Tax Credit Equity	\$12,211,357
First Mortgage	\$5,766,131
City CIP Funds	\$2,970,000
Other Subordinate Loan(s)	\$5,878,369
Other Grants	\$500,000
Deferred Developer Fee	\$750,000
TOTAL	\$28,075,857

Uses

Acquisition	\$1,880,000
Construction	\$20,031,107
Architecture & Engineering	\$708,750
Owner’s Construction Costs	\$332,430
Professional Services	\$186,585
Financing Costs	\$1,621,746
Partnership Costs	\$70,350
Operating & Carrying Costs	\$73,500
Reserves & Escrows	\$471,185
Developer’s Fee	\$2,700,204
TOTAL	\$28,075,857

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. Once LIHTC funding is secured, the development team will move forward with construction documents, permitting, and securing any remaining

financing with the goal of starting construction in the first quarter of 2024. Construction is scheduled to take approximately 18 months with project completion and full occupancy anticipated by the end of 2025.

MACAA PUD Zoning Approval	Jan 2022
Site Plan Submission	Sept 2022
Site Plan Approval	Feb 2023
LIHTC Application Submitted to VH	Mar 2023
ASNH & HIEE Application Submitted to DHCD	Mar 2023
LIHTC Final Rankings Announced	Jun 2023
LIHTC Reservation Documents Executed	Jul 2023
Building Permit Application Submitted	Jul 2023
First Mortgage Application Submitted to VH	Aug 2023
Building Permit Issued	Jan 2024
Homeownership: Developer Closings	Mar 2024
Closings: Financing & Acquisition	Mar 2024
Construction Start	Mar 2024
Construction Complete	Sept 2025
Lease Up Complete (Placed In Service)	Dec 2025

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 more than 625 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 other affordable housing developments in its pipeline:

- Hickory Hope Apartments, a 121-unit affordable housing community for households with incomes between 30% and 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.

- 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 2027, 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 (CFO) 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.

The MACAA Redevelopment project is a Planned Unit Development consisting of both rental and homeownership units. The development partners - Piedmont Housing and developers of the homeownership parcels - will establish the initial Homeowner Association (HOA) to set and enforce guidelines and fees for living in the community and utilizing its amenities. As/after (?) homes are sold and occupied, the HOA board will consist of community homeowners as well as Piedmont Housing, as the managing member of MACAA Apartments (or renters too?). The HOA will likely be coordinated/staffed by Alliance Management, Piedmont Housing Alliance's property management division.

