

Fair Ridge at West Ox Residential Proposal

Executive Summary

Context

Cornerstones Inc. and its subsidiary, the Cornerstones Housing Corporation, have been working for 50 years in Fairfax County primarily in the Reston/Herndon/Centerville areas to provide support and advocacy for those in need of food, emergency shelter, quality childcare, affordable housing and other human services. Both corporations have a long-time partnership with Fairfax County.

Cornerstones Housing Corporation owns and operates 106 affordable housing units the majority of which serve households below 30% AMI. Many of the residents of our units were formerly homeless or at risk of homelessness. It is important to note that the Cornerstones Housing Corporation mission goes beyond simply providing high quality affordable housing. In addition, its affiliation with Cornerstones allows us to provide all the services described herein to our residents.

Cornerstones last year served 16,920 low-income community members, including 499 individuals, families and medically fragile persons who were homeless. This is a startling figure for such an affluent area, but not surprising considering that to rent a one-bedroom apartment a household needs an income of \$63,969 or four times the minimum wage. Evidence of need is also reflected in the fact that Herndon/Reston host six Title I schools, with between 46.88 and 83.3 percent of children qualifying for free and reduced lunch.

To provide stability and hope to these neighbors, Cornerstones offers an array of programs and services: Embry Rucker Community Shelter provides emergency shelter, rapid re-housing and homelessness prevention services, and offers care management services to those who enter housing to increase long-term housing stability; Laurel Learning Center provides quality childcare, after-school and summer enrichment programs; Assistance Services and Pantry Program provides critical food, clothing, and financial assistance; Affordable rental housing is available to formerly homeless families in 106 units owned by Cornerstones; our nonprofit center known as Connections for Hope Partnership, and five neighborhood community centers offer access to 100 community partners, information and referrals, care management services, and direct programming, such as Pathways to Sustainable Employment. In addition to direct services, Cornerstones addresses system change through convening and advocacy to impact the lives of thousands beyond our direct reach. Our CEO is co-chair of Fairfax County's Affordable Housing Advisory Council that produced a county-wide strategic plan with affordable housing targets and resources needed, that are being incorporated in the Metropolitan Washington Council of Governments (MWCOG) housing targets. Cornerstones serves as backbone for a nonprofit center, and for "Opportunity Neighborhood" initiatives in Herndon and Reston, that work with parents and community partners to create the conditions under which every child can succeed –from birth to career.

An important demographic fact about the people Cornerstones serves is that approximately 70 percent are low income people of color who have long suffered from inequities that disproportionately affects their ability to achieve stability and build assets that protect them when crises hit. It is important to note that increasing numbers of clients, especially those who enter the shelter, present not with just one or two, but multiple barriers to their stability. As such, it is imperative that a more directed, innovative, and cross-sectoral approach such as Cornerstones' integrated care management strategy is utilized to ensure no individual or family suffers from lack of access to the resources and opportunities they need to flourish and feel connected in the community.

In the wake of the COVID-19 pandemic, Cornerstones is challenged to sustain its critical role as an anchor organization and trusted provider, keeping a focus on upstream and rebuilding opportunities, while shifting our immediate attention to the safety and stability of those experiencing crisis. Our Volunteers deliver to the vulnerable and shut-in. Staff from our childcare center and out-of-school time programs are reaching students remotely to offer assistance and support parents tasked with creating an academic environment at home. Many do not have access to internet or may have language or literacy barriers to helping their children through this time. Employment coaches help with resume and interview role play online. Cornerstones housing staff are conducting phone and video visits with residents in our housing, with particular attention to seniors and those with mental or physical health conditions who are particularly vulnerable at this time. Continuing to address health and safety of persons who are homeless and those who are at risk in their housing is proving to be the most challenging, particularly as we near the predicted apex.

Based on experience in both housing and as a service provider, it is apparent that there are gaps in the services that Fairfax County and other organizations similar to Cornerstones are able to provide. This is especially true for singles that are especially difficult to both house and to provide with services having a goal of reaching sustainability in their personal lives. This includes those that are currently homeless and or at risk of homelessness. This is also true for those that are being treated in a facility and then have nowhere to recuperate. Fairfax County and its partner organizations have a difficult time housing and providing services to this population.

The Project

Cornerstones and its Housing Corporation (C/CHC) propose to develop and operate a facility that would provide permanent and supportive housing opportunities for singles on the site described herein and owned by the Fairfax County Redevelopment and Housing Authority. At the concept stage, it is referred to as Fair Ridge at West Ox. We would construct a multifamily structure that would contain up to 34 service rich fully independent residential units designed primarily for 1 person households and contain associated common and community spaces plus space for management and service provision. A conceptual rendering, site plan, and floor plan are provided herein.

Cornerstones Housing Corporation would operate this facility with 24 hour on site management and Cornerstones would provide the social services needed both on site and in coordination with the other 6 locations where it operates. The program would provide permanent housing for singles of very low income that are either experiencing homelessness or are at significant risk. This would help reduce the number of persons placed in hotels and provide for a housing resource not available anywhere else in the county. Cornerstones would partner with and serve clients that are participating in the Diversion First Program as well as other programs in Fairfax County that are appropriate and compatible. Cornerstones Housing Corporation would also incorporate 3 medical units that would allow clients leaving the hospital to have a place to recuperate in a safe and secure environment. The current Embry Rucker shelter is unequipped to do this effectively. These would not be licensed units but would be designed for physically impaired persons utilizing universal design principles. In essence, this housing development would serve a unique population with housing opportunities while providing quality social services. The intent of the program is that this is permanent housing with clients having standard leases and rent and subsidy provisions with the potential exception of the medical units.

The Team

The team is led by Cornerstones and its affiliate entity, the Cornerstones Housing Corporation. The Housing Corporation will act as the developer and management agent or may include its current Apartments at North Point Management Agent. In addition to Cornerstones being the area's leading service provider of social services as described above, the Housing Corporation has experience with complex multi-layered financing, community engagement and property management. It currently operates 58 scattered site units and a 48 unit Low Income Housing Tax Credit family property located in Reston, Va. Cornerstones is a joint venture partner in a 180 unit in development in Loudoun County. The Fairfax County Department of Housing and Community Development has also provided financial assistance in the acquisition and development of these properties. No other organization has the unique combination of (1) deep roots in Fairfax County, (2) a strong track record of securing the resources necessary to develop affordable housing and providing the supportive services to very low income households, and (3) whose mission is dedicated to stabilizing and assisting families and individuals to become self-sustaining.

We have assembled an expert cross disciplinary team with deep knowledge of Fairfax County, all of whom have committed to fulfill the goals and objectives of the proposal in a timely manner.

We recognize the need to create housing that is usable to all people while maintaining aesthetics and affordability. Our architects, Davis Carter Scott is one of the leading designers of affordable multifamily and independent living communities, and knows how to tailor a project to win 9% tax credits and be compatible with other funding sources. They will adhere to universal design principles that will enhance the usability and marketability of the efficient units. We feel these

features can be integrated seamlessly into the design of the development providing market appeal and spaces adaptable to changing needs. Our civil engineers, Carter Run LLC., has extensive experience in Fairfax County. They have deep experience in land development, and strong relationships with the relevant agencies that will support us through the entitlement and site permitting processes. In addition, Cornerstones will commit to seeking to utilize small, women owned, and minority businesses wherever feasible. Lynne Strobel of Walsh Colucci Lubeley and Walsh will guide us through the land use entitlement process. An analysis prepared by the development legal counsel of the entitlement need and process is included herein. Finally, Paul Browne of Joseph Development associates will be an advisory consultant on all matters. JBDA is highly experienced in affordable housing development and finance in Fairfax County. As the project progresses, we will also add a qualified general contractor to the team to ensure that we understand the cost implications of design decisions.

Section 1

Identify the legal structure of the firm or consortium of firms making the proposal. Identify the organizational structure for the project, the management approach and how each partner and major subcontractor in the structure fits into the overall team. All members of the offeror's team, including major subcontractors known to the proposer must be identified at the time a proposal is submitted for the Conceptual stage. Identified team members, including major subcontractors (over \$5 million), may not be substituted or replaced once a project is approved and comprehensive agreement executed without the written approval of the County.

Organizational Structure

The basic structure is that C/CHC will act as the developer and sponsor of the project. Cornerstones and Cornerstones Housing Corporation are two separate 501 c (3) entities. However, Cornerstones appoints the board of the housing corporation. It is the housing corporation that owns its housing assets. In order to finance the project with LIHTC, we will form a separate, single-purpose entity (a limited partnership or an LLC) to own the property. A Cornerstones affiliate will be the general partner, and Cornerstones will hold a right of first refusal to acquire the property following the end of the Tax Credit compliance period.

Organizational Experience

Cornerstones and the Cornerstones Housing Corporation (C/CHC) are celebrating 50 years of providing advocacy, a broad array of social services and affordable housing to very low income households in the Reston, Herndon and Centreville area of Fairfax County. Its mission is to serve very low income households, the homeless and those at risk of homelessness. Its housing Corporation has been primarily utilized to provide affordable housing to many of the clients of its social service programs. Cornerstones has a long relationship with Fairfax County. It has for years managed the Embury Rucker Shelter that at any one time has approximately 70 persons in residence. Over the years, the Cornerstones Housing Corporation has acquired and now operates 60 units of scattered site housing (townhouse and multifamily units) many of which have project based vouchers. These vouchers have been critical in allowing CHC to house very low income persons, many of which come directly from the shelter system. Fairfax County has supported many of these unit acquisitions through the CDBG and HOME programs. Others were financed through the Virginia Housing Development Authority (now Virginia Housing).

In addition, Cornerstones (originally Reston Interfaith) was a general partner in a LIHTC 48 unit garden apartment community (Apartments at North Point) located in Reston. In 2015, C/CHC bought out the limited partner and currently owns and operates the development. This property has a unique structure in that 25% of the units are dedicated to very low residents that were either homeless or at risk. Each of these households is assigned a care manager and participates in the services offered by Cornerstones as appropriate. 50% of the units are dedicated to

households earning 50% or less of AMI and 25% of the units at 60% or less. Over the past 2 years all units have undergone modernization.

In March of 2020, C/CHC became a joint venture partner with Wellington Development in the development of a 180 unit family development in Loudoun County called Tuscarora. This 1, 2, and 3-BR property will be developed in 2 phases. The partnership has secured tax credits for Phase One (along with a \$10 million Loudoun County Trust Fund loan). Construction is to begin in the spring of 2021. As part of the JV agreement, C/CHC has first right of refusal after 10 years.

Organizational Leadership and Capacity

Cornerstones Inc. and Cornerstones Housing Corporation have a highly skilled, experienced and multidisciplinary staff that includes:

Kerrie Wilson, CEO, provides strategic direction and leadership of Cornerstones and Cornerstones Housing Corporation and has over nearly 38 years of experience in health, human services and housing advocacy. She is Co-Chair of the Fairfax County Affordable Housing Advisory Committee and plays a key role in public awareness and support for the county's Communitywide Housing Strategic Plan. Role: Housing Acquisition, Preservation, Leadership.

Michael J. Scheurer is Executive Vice President, Housing and Community Development for Cornerstones Housing Corporation. During his career he has been involved in the planning, development and/or financing of over 4,000 units of affordable housing. He was Deputy Director of the Fannie Mae Washington Business Office, the Virginia Housing Development Authority Outreach Officer in Northern Virginia, the Fairfax County Department of Housing Director of Development and Real Estate Finance and is a past president of the Washington Area Housing Association of Non-profit Developers (HAND), board member of Fellowship Square Foundation, past president of HomeAid Northern Virginia, and is and a member of the Fairfax County Housing 2018. Role: Oversees Cornerstones' affordable housing portfolio and the development, acquisition and preservation of units.

Greg White, Chief Operating Officer, provides leadership and program quality assurance for Cornerstones and CHC operations and ensures the integration and integrity of program design. He has 40 years of experience in government, education, social services including housing, youth development, program evaluation and community service. Role: Operations Oversight.

Maura Williams, MA is Division Director, Housing and Community Services, and provides leadership and oversight for emergency shelter, rapid rehousing, after care, supportive housing, and homeless prevention including case management. She has 23 years of experience in human services with 15 years of experience managing housing and homeless services programs. Role: Oversees Supportive Housing/After Care Services

Tierra Faggins, Senior Asset Manager is a certified Property Manager and Tax Credit Specialist. Role: Oversees the operations, management and financial feasibility of the agency's affordable

housing portfolio and ensures compliance with Fair Housing and all regulatory requirements of federally subsidized units.

Ted Lewis, Vice President for Business and Community Impact, joined Cornerstones in 2019. Ted has 40 years' experience in nonprofit and small business sectors providing leadership in strategic planning, operations management, fundraising and business development. Role: Fundraising, Partnership and Community Engagement.

- a. For each firm or major contractor (\$1 million or more) that will be utilized in the project, provide a statement listing all of the firm's prior projects and clients for the past 3 years with contact information for such clients (names/addresses/telephone numbers). If a firm has worked on more than ten projects during this period, it may limit its prior project list to ten, but shall first include all projects similar in scope and size to the proposed project, and second, it shall include as many of its most recent projects as possible. Each firm or major subcontractor shall be required to submit all performance evaluation reports or other documents in its possession evaluating the firm's performance during the preceding three years in terms of cost, quality, schedule, safety and other matters relevant to the successful project development, operation, and completion.**

Cornerstones has had discussions with two developers, Southway Builders and Harkins Builders. Each of these firms are highly qualified and have experience in residential construction.

- b. Provide the names, addresses, and telephone numbers of persons within the firm or consortium of firms who may be contacted for further information.**

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- c. Provide a current or most recently audited financial statement of the firm or firms and each partner with an equity interest of twenty percent or greater.**

A copy of the Cornerstones, Inc. 2019 Audited Financial Statement is included as part of Attachment 1 to this proposal. Cornerstones requests that these statements be treated as Proprietary and Confidential in accordance with Virginia Code Section 2.2-3705.6 11.b.

- d. Identify any persons known to the private entity who would be obligated to disqualify themselves from participation in any transaction arising from or in connection to the project pursuant to The Virginia State and Local Government Conflict of Interest Act, Chapter 31 (§ 2.2-3100 et seq.) of Title 2.2**

None

- e. Identify proposed plan for obtaining sufficient numbers of qualified workers in all trades or crafts required for the project.**

A plan for obtaining sufficient qualified workers will be provided once a general contractor is selected.

- f. Provide information on any training programs, including but not limited to apprenticeship programs registered with the U.S. Department of Labor or a State Apprenticeship Council, in place for employees of the firm and employees of any member of a consortium of firms.**

A plan for providing training programs will be provided once a general contractor is selected.

- g. Provide information on the level of commitment by the firm to using small, women-owned, or minority businesses in developing and implementing the project.**

Cornerstones will commit to seeking to utilize small, women owned, and minority businesses wherever feasible. Further plans will be provided when the General Contractor is selected.

- h. For each firm or major subcontractor that will perform construction and/or design activities, provide a sworn certification by an authorized representative of the firm attesting to the fact that the firm is not currently debarred or suspended by any federal, state or local government entity.**

Cornerstones will provide updated certifications of Davis Carter Scott and Carter Run.

- i. Describe worker safety training programs, job-site safety programs, accident prevention programs, written safety and health plans, including incident investigation and reporting procedures.**

Cornerstones will require its General Contractor to have a job-site safety program as a requirement for selection, and will provide this information once the General Contractor is selected.

- j. Virginia Code 22.1-296.1C provides: “Prior to awarding a contract for the provision of services that require the contractor or his employees to have direct contact with students, the school board shall require the contractor and, when relevant, any employee who will have direct contact with students, to provide certification that (i) he has not been convicted of a felony or any offense involving the sexual molestation or physical or sexual abuse or rape of a child; and (ii) whether he has been convicted of a crime of moral turpitude.” Identify the proposed plan for complying with the intent of Va. Code §22.1-296.1C if the contractor or its employees or subcontractors, will have direct contact with students.**

Not applicable.

SECTION 2

- a. **Provide a description of the project, including the conceptual design. Describe the proposed project in sufficient detail so that type and intent of the project, the location, and the communities that may be affected are clearly identified.**

The site for the program is a 1.2 acre site located adjacent to the intersection of West Ox Drive and Route 50 in Fairfax County (See Attachment 1) in Sully District. The property is owned by the Fairfax County Redevelopment and Housing Authority.

Attachment 2 is a David Carter Scott concept rendering of the proposed three-story building, site plan, floor plan, and area aerial photo of the site.

Entitlement Process

Affordable housing is a recognized need in Fairfax County and throughout the region. It has been the subject of discussion among residents, businesses, and local leaders. This discussion has intensified during the challenges of COVID-19 during which Fairfax County residents are directed to stay safe at home. The challenge is acute for those individuals who do not have housing and are in need of supportive services.

The Fairfax County Board of Supervisors has taken steps to increase the availability of housing that is affordable to individuals of varying income levels. As a result, the Board of Supervisors has adopted a Community-wide Housing Strategic Plan. The Plan outlines a goal of producing no less than 5,000 homes within the next 15 years that are affordable for households earning 60% of the area median income or less. This goal can be achieved through various means including opportunities for non-profits to construct affordable and supportive housing as proposed off Route 50 at West Ox Road. Given Fairfax County's focus on the need for affordable housing, it is anticipated that Fairfax County will support the project. In addition, Cornerstones and its Housing Corporation will provide on-site social services, which addresses goals and objectives of Fairfax County.

The property is located in the Sully Magisterial District of Fairfax County. Community outreach will be performed through the office of Kathy Smith, the Sully District representative on the Board of Supervisors. As the property is not adjacent to any residential communities, the Supervisor's office will likely recommend a presentation to an umbrella community organization known as the West Fairfax County Citizens' Association and possibly the Sully District Council. Presentations will be made to these organizations seeking a recommendation of support for the proposal. Given the need for this type of housing, it is anticipated that these organizations will adopt a motion to support. In addition to residential communities, Cornerstones will reach out to the adjacent business owners to inform them of the proposal. The anticipated provision of 24-hour on-site

management should alleviate any concerns regarding the introduction of a residential use to the area.

In addition to residential and business community outreach, Cornerstones will work with Fairfax County to ensure support for the proposal. The property is currently zoned to the C-8 District, which does not permit residential development. A rezoning to an appropriate residential zoning classification will be required. Prior to the submission of a formal rezoning application, Cornerstones will coordinate a pre-application meeting through the Zoning Evaluation Division of the Department of Planning and Development. A pre-application meeting will be coordinated through Billy O'Donnell, who is the Branch Chief for this area. Mr. O'Donnell will distribute a concept plan and details of the proposal to various Fairfax County agencies, such as the Department of Transportation and the Environmental Division, seeking informal input. A meeting is then held with Mr. O'Donnell to review the agency feedback. A pre-application meeting is an opportunity to identify Fairfax County agency issues prior to the submission of a rezoning application.

One of the tools used by Fairfax County planning staff and the Board of Supervisors to evaluate rezoning proposals is the Fairfax County Comprehensive Plan (the "Plan"). The Plan provides guidance for the development of the property within Fairfax County's boundaries, and includes recommendations that are both general and site specific in nature. Generally, it is desirable for development proposals to be in general conformance with the Plan's recommendations.

General guidance is found in the Policy Plan, which includes countywide objectives and policies. The Policy Plan has a section that is devoted to Housing and a section devoted to Human Services. Beginning with the Housing Section, the Policy Plan recognizes that "housing affordability is a growing problem for many residents of the County." The Plan describes the cost of housing and the increasing gap in housing affordability. Perhaps more applicable is the portion of the Policy Plan addressing Human Services. The County's goal for the provision of Human Services is as follows:

"Fairfax County should provide a range of services and facilities for all residents so that they may sustain a secure and productive lifestyle. Each individual should have the opportunity to achieve self-sufficiency and function to the limits of his or her ability, particularly in providing family stability."

Cornerstones' proposal addresses both of these key components of the Policy Plan. Each section of the Plan includes general guidance in detailed countywide objectives and policies. Specifically, Objective 5 of Housing states: "The County should increase the supply of housing available to special populations, including the physically and mentally disabled, the homeless, and the low income elderly." This is detailed in Policy b. of Objective 5, which states: "Facilitate the

development of shelters and single room occupancy residents for homeless persons and families, as well as others in need of these housing options.” This objective and specific policy will be addressed by the Cornerstones proposal.

In fact, many of the objectives and policies of the Plan’s Human Services provisions support Cornerstones’ proposal including the following:

- Objective 1, Policy b. - “Provide assistance to private-sector organizations, both for-profit and not-for-profit, in meeting the human services needs of individual citizens.”
- Objective 2, which is to coordinate the planning and use of facilities with human service providers, includes Policy c. Policy c. states: “Develop cooperative planning with private- sector service providers.”
- Objective 3, which is to encourage the location of new facilities to increase their accessibility, includes Policy e. Policy e. states: “Select facilities and sites to be central to the areas they are intended to serve.” The Cornerstones proposal is centrally located in Fairfax County proximate to the Government Center and other services.

The Plan also includes site-specific guidance for property in Fairfax County. The Cornerstones proposal is located within the Fairfax Center Area as defined in Area III of the Comprehensive Plan. The Fairfax Center Area is characterized by a mixture of uses including office space, housing of various types, public facility and regional, community, and neighborhood-serving retail uses. The proposed use will fit within the fabric of existing and planned uses in the Fairfax Center Area. The property is located directly off Route 50, which Fairfax County classifies as a principal arterial. Route 50 provides access to many services without creating cut-through traffic in residential areas. Sufficient infrastructure is in place with accessible public transportation facilities, public water, public sewer and utilities to support the proposed development.

The property is located within Land Unit C, which is defined as a Suburban Center Non-Core Area. Specifically, the property is located in Sub-unit C2, which is planned for residential use at two dwelling units per acre at the baseline and for office use up to .25 FAR at the overlay level. An amendment to the Plan recommendations will likely be required in order to implement the proposed use. A meeting was held with Supervisor Kathy Smith, who indicated a willingness to authorize an amendment to the Plan that would be processed concurrently with a rezoning application.

The Development

The proposed development will be a residential facility that will contain up to 34 units intended for very low income single persons as a target group. See attachment 2 for concept site, unit, and design plan. The units would provide an efficient complete living space for an individual. It is also intended that Cornerstones would include 4 medical units. While considered residential, the units would be designed to provide a unit where a resident would recuperate after a hospital stay. The current Embury Rucker shelter cannot adequately serve this need.

The facility would also provide space to conduct the provision of social services to the residents that might require them with supervision on a 24 hour basis.

This unique concept will provide for a 100% low income affordable housing resource. Cornerstones would propose for half (approximately 17) of the units to be income and rent limited to be affordable to residents at or below 60% of the Area Median Income and half of the units to be affordable to residents at or below 50% AMI. In order to allow for occupancy by Extremely Low Income (i.e. 30% AMI) households, Cornerstones will seek an allocation of 17 Project-Based Vouchers for the project.

The Transaction Structure

We propose that the County ground lease the land to the single-purpose entity formed by Cornerstones/Cornerstones Housing Corporation for a 99 year term at a rent of \$1 per year under terms substantially the same as those that govern other FCRHA financed projects.

Site Design

The site was originally a gas station. The existing structure was torn down and the site was fully remediated by Fairfax County. An environmental report was conducted and follow-up analysis based on the new use and structure design would be required.

Compatibility

The site is near adequate transportation, shopping and other facilities such as Fair Oaks Mall yet somewhat secluded with no direct access to West Ox Rd. and Route 50. Cornerstones believes this enhances its residential appeal and does not disturb any existing neighbor.

Compatibility with existing buildings: The proposed facility has been designed as a three-story building, less than 50 feet in height, which is compatible with the existing commercial office building located on an adjacent parcel. The use of a taller, three-story building allows for a more compact footprint, which will reduce the amount of disturbance required on the site and will enable Cornerstones to maximize the limited site and meet parking requirements and unit common space.

While it is not known at this stage where the source locations will be for private utilities such as gas, power and telecommunications/data, given the sites prior use as a filling station, it is likely that all utilities are readily available.

Site Access

Vehicular Access: Vehicular access to the site will be provided via Route 50, Fair Ridge Dr. and Washington Corporation Dr.

Sight Distance: A visual inspection and a preliminary sight distance analysis indicate that sufficient intersection sight distance for safe operation.

Emergency Access: Vehicular Access provides adequate emergency access.

Pedestrian Access: Pedestrian access is available.

Offsite Transportation Improvements

It does not appear that any off site transportation improvements will be required.

Parking Requirements

The proposed site concept site plan allows up to 48 parking spots which is 1 for each resident or 1.29 per unit and 1 for each staff person. It should be noted however that in operating very low income units, especially Cornerstones clientele, usually only 50-60% have vehicles. Parking would of course need to be part of the rezoning discussion.

Transit

There is bus service via route 50 within ¼ mile of the site and near Fair Oaks Mall. In addition C/CHC will provide client transportation assistance for residents that may require it on an as needed basis.

Site Amenities

The building has been designed to provide for a private outdoor patio with seating that is enhanced with landscaping. The site is near commercial, employment, health, and recreational opportunities.

Utilities

Preliminary analysis indicated that there should be sufficient capacity for all utility services and connections required for the currently sized facility.

Storm Water Management

Storm drainage facilities will need to be installed to meet current jurisdictional and DEQ Storm Water Regulations with the addition of the proposed improvements to the parcel. These Facilities will consist of Virginia DEQ and Fairfax County Approved BMP's (Best Management Practices) to address Storm Water Quality as well as a storage structure to meet Storm Water Quality criteria.

Construction Phase Operations – Erosion and Sedimentation Control

Construction access to the site will be from Washington Corporation Rd. Full left turn movements should be possible at this location.

A sediment trapping device will be employed during erosion and sediment control operations. Since the site is relatively constrained, such an approach will allow for a sediment control device to remain in place until nearly all the site improvements are constructed, paved and stabilized.

Landscaping and Tree Preservation

A detailed tree preservation plan meeting the requirements of Fairfax County will be prepared as part of the legislative and engineering applications to determine the extent of tree preservation in these and other areas as well as management of any existing non-native or invasive species.

Legislative and engineering applications will also include detailed provisions for proposed landscape and hardscape features, to include at a minimum the requirements for tree canopy, transitional screening and barriers, and parking lot landscaping.

BUILDING DESIGN

Summary

As presented in the attached, the building and program concept plan will provide Fairfax County with up to 34 units of high quality, affordable apartments for hard to house singles that will include either homeless persons or those at risk and unable to secure private housing. The building will have common area amenities. The proposed three-story design is particularly efficient for small units as it helps to minimize residents' walking travel distance to stairs, elevators, and amenity spaces in contrast to a lower but more spread out building footprint. Cornerstones knows from its experience operating smaller units and the Embry Rucker Homeless Shelter that the farther units or rooms are from the elevator, the harder they are to operate. Moreover, the proposed three-story building design is more cost effective than a one or two-structure because there is less roof and foundation needed and helps to maximize outdoor common space.

Common Area and Amenities

Common areas include the following amenities:

- A gracious covered entry with adjacent covered exterior seating, with secured vestibule and lobby
- Community space including area for counseling
- A sizeable, landscaped exterior courtyard/multipurpose space
- A resident computer room/business center/conference room

- A resident mail room
- A resident laundry room located in the structure with laundry equipment within accessible reach range
- A resident trash room/trash chute for trash disposal within the building structure on each floor, located so as to minimize trash truck travel on the site

b. Identify and fully describe any work to be performed by the County or any other public entity.

No construction work is expected to be performed by the County or any other public entity. We will request that staff of the Department of Housing and Community Development work with us as we seek to obtain community, resident and political support to submit the requisite land use applications as well as share any existing site studies.

c. Include a list of all federal, state and local permits and approvals required for the project and a schedule for obtaining such permits and approvals.

The first set of approvals that must be secured include a Comprehensive Plan Amendment and a rezoning action. We may also seek to have the site declared a Revitalization Area which if needed is worth 15 points in VHDA's current tax credit scoring criteria. Once these approvals are secured, Cornerstones/Cornerstones Housing Corporation will apply to the Virginia Housing Development Authority for an allocation of 9% tax credits, and when the credits are awarded, will apply for final site plan approval, building permits and VDOT approval. We know of no federal permits or approvals that might be required for the project. It should be noted again however that in order to reach the income levels targeted, Project Based Vouchers will be required.

d. Identify any anticipated adverse social, economic and environmental impacts of the project. Specify the strategies or actions to mitigate known impacts of the project. Indicate if environmental and archaeological assessments have been completed. Such social and economic impacts should include but are not limited to community benefits, including the economic impact the project will have on the local community in terms of the amount of additional tax revenue to be generated for the County, the number of jobs generated for County residents and level of pay and fringe benefits of such jobs, the training opportunities for apprenticeships and other training programs for County residents generated by the project, and the number and value of subcontracts generated for County subcontractors..

There are no expected adverse social, economic or environmental impacts of the project. The site is a former gasoline filling station that is now a vacant lot and is tax-exempt. Inasmuch as the site has largely been cleared from its past use as a filling station we do not expect this project to have adverse archaeological impacts. As described above, the site design has been carefully considered in order to meet the storm water requirements of the new development, as well as continue to serve off-site areas. Furthermore, as more fully set out below, the project will provide tremendous social benefits to the community by providing high quality housing and services for very low income residents of Fairfax County, and will return the parcel to the tax rolls.

e. Identify the projected positive social, economic and environmental impacts of the project.

Social Benefits

Cornerstones proposed plan for the provides Fairfax County with 34 units for single plus certain hard to house individuals much needed affordable apartments plus the social services that will them reach self-sufficiency. These new units directly contribute to the Fairfax County Housing Blueprint goal of providing 5,000 (5k in 15) new affordable units plus assist in the prevention of homelessness. The buildings will be designed to ensure the long-term sustainability of the property at standards comparable to other properties in the market area and will remain permanently committed to affordability for very low income singles. The development includes common areas and spaces for supportive service programming

Economic Benefits

The plan capitalizes on the value of the land in order to provide affordable rental housing for very low income residents that are difficult to house and provide needed social services. The construction will produce approximately 129 jobs (as estimated using Housing Virginia's Residential New Construction Economic Impact Calculator) and many subcontracting opportunities for County residents and firms.

Environmental Benefits

Cornerstones plan for Fair Ridge takes into account open space requirements and best practices in storm water management. Site improvements would include native drought-resistant landscaping, a landscaped patio, new site lighting, and outdoor space with seating areas. These outdoor spaces will provide opportunities for passive recreation. The primary environmental impact will be to provide housing opportunities to individuals of very low income and at risk of being homeless.

f. Identify the proposed schedule for the work on the project, including the estimated time for completion.

A conceptual schedule for the work on the project is included as Attachment 3.

g. Identify contingency plans for addressing public needs in the event that all or some of the project is not completed according to projected schedule

The site currently functions as a vacant lot. The use will enhance the housing and social service needs of the County. If the project encounters delays, there will be no interruption of public services.

h. Propose allocation of risk and liability for work completed beyond the agreement's completion date, and assurances for timely completion of the project

There is no sharing of risk and liability with any government agency should there be delays. Cornerstones/Cornerstones Housing Corporation will bear the risk associated with any delays that extend beyond the projected completion date. Cornerstones/Cornerstones Housing Corporation will bear the full risk and expense of entitlement, design and construction. Cornerstones/Cornerstones Housing Corporation will provide completion guarantees to the investors and lenders, along with development bonds for the site improvements.

i. State assumptions related to ownership, legal liability, law enforcement and operation of the project and the existence of any restrictions on the public entity's use of the project.

Cornerstones will act as developer of the project. The building will be constructed and owned by a single purpose entity that will consist of a Cornerstones/Cornerstones Housing Corporation subsidiary and an investor if a tax credit project. The building(s) will be constructed on land leased to the owner(s) for 99 years by the County under the terms of one or more ground leases. While the affordability restrictions that accompany the tax credits will expire after 30 years, Cornerstones/Cornerstones Housing Corporation will operate the property as a community affordable housing resource for the duration of the lease term, in accordance with all federal, state and local compliance requirements.

J. Provide information relative to phased or partial openings of the proposed project prior to completion of the entire work

Not applicable

k. Describe any architectural, building, engineering, or other applicable standards that the proposed project will meet.

The project will comply with all State and County building requirements. Furthermore, the project is designed to achieve VHDA Certification. The units will feature Energy Star appliances and windows throughout, Water Sense plumbing fixtures, and a modern façade. 100% of the units plus the common areas will meet Universal Design guidelines. Specific design elements in support of this commitment will be incorporated during the design development phase. 15% of the units will be fully UFAS- accessible. In addition, the buildings will be designated non-smoking.

l. List any other assumptions relied on for the project to be successful

In order for the development of Fair Ridge Apartments to move forward as planned, we are assuming: successful negotiation of a long-term ground lease and approval of an amendment to the Comprehensive Plan and a rezoning. We are also assuming that we will be successful in securing an allocation of 17 Project Based Vouchers for the project and Board of Supervisors approval of a Revitalization Certification in advance of the tax credit application deadline.

m. List any contingencies that must occur for the project to be successful

The critical contingencies for the Fair Ridge project are:

Project Based new or reallocated vouchers

Approval of an amendment to the Comprehensive Plan and a rezoning

Successful negotiation of a ground lease that will meet the requirements of lenders and investors

Award of 9% tax credits by VHDA.

SECTION 3

a. Provide a preliminary estimate and estimating methodology of the cost of the work by phase, segment, or both.

As set out on the spreadsheets included as Attachment 4, we estimate that the total development costs for the project will be \$6.4 million. Cornerstones and JBDA used their experience in multifamily development in the region, including affordable senior housing in Fairfax County, to develop this cost estimate.

b. Submit a plan for the development, financing and operation of the project showing the anticipated schedule on which funds will be required. Describe the anticipated costs of and proposed sources and uses for such funds, including any anticipated debt service costs. The operational plan should include appropriate staffing levels and associated costs. Include any supporting due diligence studies, analyses, or reports.

Following is a summary of the development costs and sources of funding for the project:

Permanent Sources

| | Sources | Per Unit |
|------------------------|--------------------|------------------|
| Tax Credit Equity | \$4,796,095 | \$141,062 |
| First Mortgage | \$1,612,000 | \$47,412 |
| Deferred Developer Fee | \$22,405 | \$659 |
| Total Permanent | \$6,430,500 | \$189,132 |

Summarized Uses

| | Uses | Per Unit |
|-------------------------------|--------------------|------------------|
| Acquisition Costs | \$25,000 | \$735 |
| Construction Costs | \$3,805,620 | \$111,930 |
| Architecture and Engineering | \$424,952 | \$12,499 |
| Owner's Construction Costs | \$510,000 | \$15,000 |
| Professional Services | \$90,500 | \$2,662 |
| Financing Costs | \$450,844 | \$13,260 |
| Partnership Costs | \$40,000 | \$1,176 |
| Operating and Carrying Costs | \$25,000 | \$735 |
| Reserves and Escrows | \$219,822 | \$6,465 |
| Developer's Fee | \$838,761 | \$24,669 |
| Total Uses | \$6,430,500 | \$189,132 |
| Excess (GAP) Permanent | (\$0) | (\$0) |

The estimated total development costs for the proposed project were derived as follows: Because it is assumed that the land will be ground-leased for a nominal rent, the only acquisition related cost is for title and recording charges. Construction costs were estimated to be \$200 per square foot. Although this project is small, the construction will be relatively straightforward (with a 3-story building and surface parking). This estimated price is in the range of recent affordable housing projects in Northern Virginia. Development soft costs we determined based on the development team's experience in underwriting affordable housing projects in Northern Virginia, and include estimates for architecture, engineering, building permits and tap fees, and financing costs. Financing costs were estimated using industry-standard assumptions about fees and reserves (e.g., operating reserve equal to six months' worth of operating expenses, debt service and replacement reserve deposits). Finally, the developer fee was set according to the Virginia Housing methodology.

Cornerstones proposes to fund these development costs with equity from the syndication of 9% tax credits, a conventional first mortgage (likely from Virginia Housing), and deferred developer fee. Should the need arise, (either due to a financing gap or in order to maximize competitiveness) Cornerstones would seek additional subordinate financing.

Predevelopment Financing - Cornerstones would fund the initial predevelopment expenses for the project (such as preliminary design and land use entitlement) through its own resources and a Virginia Housing predevelopment forgivable loan. Once a tax credit allocation is secured, we would likely secure predevelopment financing through the tax credit syndicator or a Community Development Financial Institution.

Construction and Permanent Financing – We anticipate that we will finance the construction with a private construction loan (likely from an affiliate of the tax credit investor) and LIHTC equity. The construction loan would be repaid once the project has reached stabilized operations with the proceeds of the permanent loan and LIHTC equity.

c. Include a list and discussion of assumptions underlying all major elements of the plan. Assumptions should include all fees associated with financing given the recommended financing approach. In addition, complete disclosure of interest rate assumptions should be included. Any ongoing operational fees, if applicable, should also be disclosed as well as any assumptions with regard to increases in such fees.

Development Program: We have assumed the project will consist of up to 34 efficiency units of approximately 410 square feet each. For purposes of VHDA LIHTC application, we have assumed that 50% of the units will be affordable at 50% AMI, and 50% of the units will be affordable at 60% AMI. We have further assumed that the project will successfully secure an allocation of 17 project-based housing choice vouchers so that the property can serve Extremely Low Income residents. These rents for these voucher units would be expected to be the Small Area Fair Market Rents for the 22033 zip code. Although the non-voucher units will be income and rent-

limited at 50% or 60% AMI, we have assumed that the actual rents would be set at the 40% AMI level.

Financing Assumptions: For purposes of the attached budget, we have assumed that the first mortgage would be provided by Virginia Housing, and include a substantial allocation of REACH funds, resulting in a blended interest rate of 3.66%. Because of the higher-than-typical operating expenses associated with the service enriched housing we propose, the cash-flow pro-forma indicates that Net Operating Income tends to decline over time. So, we have sized the first mortgage at an initial 1.45 Debt Coverage Ratio, which trends down to a 1.15 DCR by Year 15. We have conservatively assumed that the tax credits will be priced at \$.90 per dollar of credits (which is approximately \$.05 less than current rates).

We have assumed that the project would compete in the Accessible Supportive Housing Pool in the annual LIHTC competition. As required by that pool, we have assumed that that 15% of the units would fully UFAS accessible.

Construction and Leasing Assumptions: We have assumed that the project will take 12 months to build and approximately two months to lease.

Operating Assumptions: We have assumed that the project will be staffed much more than 40 hours per week – ideally, we would staff the project 24 hours per day. Accordingly, we have estimated that the operating budget will be \$10,000 per unit per year. Because of its very affordable rents and excellent location, we have assumed that the project will maintain a vacancy rate of no more than 5%. We have assumed that the project will make replacement reserve contributions of \$300 per unit per year (escalating at 3% per year).

d. Identify all anticipated risk factors and methods for dealing with these factors.

The risks associated with the Fair Ridge project are the typical risks of real estate development and are ones that Cornerstones is prepared to manage:

Predevelopment Risks:

Land Use Approvals: As described elsewhere, the site must undergo a land use modification, which is a legislative process, and subject to public pressure. Cornerstones has worked to moderate this risk by reaching out to Supervisor Kathy Smith about the project (and gaining her support), and by hiring an expert team of architect, civil engineer and land use counsel. Lynn Stroebel of Walsh Colucci is one of the top land use lawyers in the County, and well prepared to see the project through to approval.

LIHTC Allocation Risk: The project would be infeasible without an allocation of 9% tax credits, and the Virginia Housing LIHTC allocation system is extremely competitive. Cornerstones has worked to manage this risk by tailoring the project to fit within the Accessible Supportive Housing pool

(which is much less competitive than the new construction and Northern Virginia regional pools) and by engaging Joseph Browne Development Associates as a financing and development consultant. JBDA has a strong record of helping its clients secure LIHTC allocations with careful analysis and creative structuring.

Financing Risks: Once the tax credits are secured, there are several areas of risk for the project, including higher interest rates and lower LIHTC pricing. We have attempted to address these areas of risk by conservatively underwriting both the debt and equity sources of financing.

Construction Risks: As with any construction project, there are the real risk of construction cost overruns and delays. We have attempted to address these risks in this proposal by underwriting the construction cost conservatively, and will manage the risks throughout the project by selecting an experienced and well-capitalized general contractor.

Market Risk: Finally, there is the risk that there will not be a market demand for the apartments. Despite the fact that there is ample evidence of extremely high demand for affordable units in Fairfax County, we will manage this risk by beginning leasing efforts well before construction completion.

e. Identify any local, state or federal resources that the private entity contemplates requesting for the project. Describe the total commitment, if any, expected from governmental sources (and identify each such source) and the timing of any anticipated commitment. Such disclosure should include any direct or indirect guarantees or pledges of the County's credit or revenue.

We propose to finance the development with the proceeds of the syndication of federal low income housing tax credits which are allocated by VHDA, a taxable first mortgage loan from VHDA or another lender, and, potentially, a subordinate loan from the Virginia Housing Trust Fund or the Federal Home Loan Bank's Affordable Housing Program.

As described in Section 3(a) and (b) above, Cornerstones intends to finance the project with LIHTC equity, a first mortgage, and potentially a subordinate loan from the Virginia Housing Trust Fund or other similar source. Other than the ground leasehold interest, Cornerstones would expect to receive no County capital for the project. During the underwriting process, however, it may be determined that an allocation of Housing Blueprint funds may be advantageous for the project. In such a case, Cornerstones would apply for such funds through the normal County NOFA process. As stated elsewhere, C/CHC will request that the Fairfax County Redevelopment and Housing Authority allocate a portion of its HUD annual appropriation in order to project-base 17 Housing Choice Vouchers for the project or allow C/CHC to reallocate existing ones.

C/CHC will be eligible to apply for VHDA Predevelopment Funds when it receives site control as a result of the PPEA process.

f. Identify the amounts and the terms and conditions for any revenue sources.

Cornerstones will also take steps to apply for and/or have a campaign to help pay for social services that will or may be beyond the ability of the project cash flow to sustain.

The only revenue associated with the project (as opposed to loans and equity investments) will come from rents paid by tenants, as well as miscellaneous tenant fees (such as laundry revenue and application fees). The conditions for payment of these rents will be set out in the standard residential lease between the tenants and the owner of the building. WHDC intends to request an allocation of 15 Project Based Vouchers for the project. Thus, rents for these units will include funds from the Fairfax County Redevelopment and Housing Authority's Annual Contribution Contract with HUD.

It should be noted that social services and additional operational cost will be part of the overall Cornerstones fundraising efforts. Government grants comprise 40% of the Cornerstones/CHC budget and the remainder is raised by the organization.

g. Identify any aspect of the project that could disqualify the project from obtaining tax-exempt financing.

None known.

h. Identify any third parties that the private entity contemplates will provide financing for the project and describe the nature and timing of each such commitment.

Cornerstones anticipates that the development of the project will be financed with a first mortgage loan from VHDA or other lender, a subordinate loan from the Virginia Housing Trust Fund or other similar lender, and equity from the syndication of low income housing tax credits. This equity will be provided by a to-be-identified investor such as a bank like SunTrust or a syndicator like Boston Capital or Enterprise Community Investment. Commitments for the equity investment and first mortgage and subordinate mortgage will all be received after the award of tax credits. As set out above, we intend to apply for 9% tax credits in the annual VHDA competition in the March immediately following approval of the land use entitlements. The schedule for the project, including the timing of the financing, is set out in section 2(f), above.

SECTION 4

PROJECT BENEFITS AND COMPATIBILITY

a. Describe the anticipated benefits to the community, region or state, including anticipated benefits to the economic condition of the County, and identify who will benefit from the project and how they will benefit. Such social and economic impacts should include but are not limited to community benefits, including the economic impact the project will have on the local community in terms of the amount of additional tax revenue to be generated for the County, the number of jobs generated for County residents and level of pay and fringe benefits of such jobs, the training opportunities for apprenticeships and other training programs for County residents generated by the project, and the number and value of subcontracts generated for County subcontractors..

C/CHC's proposed plan for Fair Ridge at West Ox provides many benefits to the County and the community, and to the future residents of the development.

Benefits to the County and the Community

The proposed project will help advance the County's goal of ending or preventing homelessness as well as the providing 5,000 new units in 15 years, and to meet the needs of certain special needs populations not served by other methods or the county. Indeed, the site is specifically referenced in the County's housing initiative.

Providing high-quality affordable housing for the singles some of whom may be homeless or at risk of becoming homeless is central to C/CHC's mission and has been part of our work for 50 years. With units for very low income residents, the Fair Ridge at West Ox project can meet a critical need for affordable housing options for singles in a large portion of the County.

Benefits to Residents

C/CHC provides affordable housing and supportive services to our residents living or visiting all of our housing units, shelter, and community facilities. Added to this is the provision of services to housing owned by other nonprofits and units owned by the FCRHA. Below is an outline of expected programming and services to be made available to the residents of Fair Ridge at West Ox. As a result of our years of experience working with these vulnerable populations, this plan is compatible based on programming currently offered in our communities in Reston, Herndon and Centreville. Naturally, the specific programming and services that will be available to the residents will be contingent upon the extent of funding. To gain a more complete understanding of the needs of this specific community, resident services staff will conduct a resident assessment survey

at initial lease- up and thereafter. Results of this survey may result in revisions in program delivery which will better serve this particular population.

Linkage, Resource and Referral Services Health and Wellness

As occurs in all our housing program and shelter operations, a dedicated employee, known as a Resident Services Coordinator (RSC), will coordinate and connect residents, family members and caregivers to social services in the community to include government, community-based and faith-based organizations. Among other things, the RSC will:

Coordinate all C/CHC service programs for residents as needed (counseling, employment, transportation, education, legal aid)

Provide crisis intervention.

Identify and inform residents of relevant benefit programs for which they might be eligible.

Assist in the coordination of services through local service delivery networks.

Network and partner with case managers and other community service based programs,

It is intended for 24 hour a day coverage in the facility be provided if financially feasible

b. Identify any anticipated public support or opposition, as well as any anticipated government support or opposition, for the project.

We expect that the project will be supported by the many C/CHC partner organizations and supporters, public coalitions and advocacy groups that are focused on affordable housing and supportive of the efforts of c/CHC for the last 50 years. Moreover, Cornerstones was born out of the Reston Faith Community (Reston Interfaith).

However, we anticipate that some of the immediate neighbors of the development may have questions of the project, at least initially, because they may prefer that the property remain in its current "natural" state. C/CHC fully understands this and will provide full and continuing informational sharing and dialogue with neighbors throughout the process and on an ongoing basis after the facility opens. C/CHC has a recognized history of advocacy and community outreach on a variety of community concerns that have resulted in success and bringing different aspects of the community together to solve shared community problems.

c. Explain the strategy and plans that will be carried out to involve and inform the general public, business community, and governmental agencies in areas affected by the project.

As a long respected nonprofit community advocate, social service organization and provider of affordable housing in Fairfax County for over 50 years, C/CHC has a long history of working with local and county government agencies, neighborhood residents, community and faith groups, and other key stakeholders to address community needs and goals, identify concerns, and create and maintain stakeholder support.

Creating an Outreach Plan

Successful affordable housing development begins with the creation of a detailed outreach plan with clear and consistent messaging to stakeholders and the community. The goal is to: a) communicate the benefits and quality of the project, b) solicit feedback, c) convey progress, d) answer questions, and e) garner community support. In order to be effective in achieving these goals, it is important to encourage a diversity of voices to be heard with a goal of equity for all.

Outreach will be coordinated with Supervisor Smith's office with respect to the wider community. Social media outlets will be used to notify citizens of meetings and to update the community regarding the process. A request will be made to the Supervisor's office to identify County, community groups, and key stakeholders that will be affected by the development of the Fair Ridge at West Ox. A C/CHC board of directors liaison committee will be formed to help execute this outreach throughout the process.

Focus on Community Input

C/CHC will develop a strategy for community outreach that places value on input from the surrounding community. C/CHC staff will organize community meetings with stakeholders where we can seek input on the development concept.

Our goal is to develop a residential facility that will improve the quality of life for the community as well as the proposed residents. In development of our plan, we have considered potential community input and created a site plan that balances density, feasibility and livability. C/CHC staff will work to create consistent and creative messaging in support of the needed community facility.

d. Describe the compatibility of the project with local, regional, and state economic development efforts

The Fairfax County Affordable Housing Resources Panel provided a series of recommendations subsequently adopted by the Board of Supervisors. One of the findings of the panel was that in the next 15 years, 4,591 extremely low income households will be added. This project will help fill a need for singles in that category. This new County strategic plan re-affirmed the goals of the Blueprint that the County has adopted over the years. They include:

1. To end homelessness in 10 years
2. To provide affordable housing options to special needs populations
3. To meet the affordable housing needs of low income working families; and
4. To increase workforce housing through creative partnerships and public policy.

Fair Ridge at West Ox helps fulfill these goals.

e. Explain the compatibility with the County's comprehensive plan, infrastructure development plans, capital improvements budget, or other government spending plan.

The proposed project is fully consistent with Fairfax County's adopted policies (such as One Fairfax) and plans. As noted above, however, the Comprehensive Plan contemplates single family residential or low density office use on the site. Hence, a Comprehensive Plan amendment will be sought as part of the land use entitlement. Inasmuch as the proposed project advances both the Housing Blueprint and Housing Strategic Plan, and is consistent with the development densities of nearby properties, we believe that this inconsistency can be eliminated. As described above, the utility infrastructure for the project is already in place.

f. Provide a statement setting forth participation efforts to be undertaken in connection with this project with regard to the following types of businesses: (i) minority-owned businesses, (ii) woman-owned businesses, and (iii) small businesses.

Our development team partners have been identified with the exception of the general contractor. Several are being considered. Due to the length of time of the entitlement process, we will wait to make a final decision. However, the largest (by-far) component of this project - and therefore the largest opportunity for promotion of social goals - will be the construction

contract for the facility. We will select a GC active in the affordable housing industry where Section 3 and M/WBE contracting requirements are common.

The GC's efforts for this project will include the following:

- Contacting agencies, organization and associations to announce and, when possible, make presentations regarding the project to create awareness and solicit bids and/or employees.
- Advertise widely, including print or electronic media particularly directed to minority communities.
- Contact all relevant, known Section 3 businesses to announce opportunities.
- Actively provide for construction procedures to ensure the safety of employees as a result of Covid 19.
- Hold a job fair with the major subcontractors shortly after the commencement of the work to recruit Section 3 employees.
- Contact relevant agencies that can be a source of referral of Section 3 employees.
- Create a job site log of potential applicants that enter the construction field office for use by all contractors in filling hiring needs.

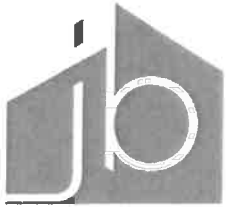
West Ox Road Supportive Housing
Conceptual Timeline

| Activity/Event | Duration | | |
|---|----------|---|----------------|
| | D | M | |
| Prepare and Submit Proposal | | | 9/15/20 |
| Initial Review of Proposal by County | 2 | | 11/15/20 |
| Acceptance of Proposal and Posting for Competing Offers | 2 | | 1/15/21 |
| Detailed Review by County through Selection | 4 | | 5/15/21 |
| Negotiation of Interim Agreement and Prep of Land Use App | 3 | | 8/15/21 |
| Land Use Process and Comp. Agreement / Ground Lease Negotiation | 12 | | 8/15/22 |
| Land Use Approval | | | 8/15/22 |
| Comprehensive Agreement and Ground Lease | | | 8/15/22 |
| Apply for Tax Credits (following March) | | | 3/15/23 |
| Award of Tax Credits | 3 | | 6/15/23 |
| Building Design and Permitting | 9 | | 3/15/24 |
| Financial Closing and Construction Start | | | 3/15/24 |
| Construction | 12 | | 3/15/25 |
| Complete Construction | | | 3/15/25 |
| Lease Up | 3 | | 6/15/25 |
| Final Equity Pay-in and Project Close-out | 4 | | 10/15/25 |

Attachment 1
Consolidated Financials

**This section has been deemed Proprietary and Confidential in accordance
With Virginia Code Section 2.2-307.6 11.b**

Attachment 2
Development Team



Joseph + Browne Development Associates LLC

Real Estate Development & Consulting

JOSEPH BROWNE DEVELOPMENT ASSOCIATES LLC, a real estate development and consulting company, specializes in the development of affordable rental and for-sale housing. The principals of the company, Gerry Joseph and Paul Browne, have over 50 years' experience in the affordable housing and community development industry. Each of them has worked as a developer, senior manager, and director for development organizations at the local and regional levels.



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202.829.1251

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PHONE

413.348.0695 (Gerry cell)
703.835.4964 (Paul cell)

EMAIL

gerry@joseph-browne.com
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RANGE OF SERVICES

- New business development
- Needs assessment/market analysis
- Feasibility analysis
- Financial structuring
- Due diligence
- Permits and entitlement approvals
- Project design and development
- Securing debt, equity and gap financing
- Development project management
- Virginia Housing (VHDA) Mortgage Brokerage



AREAS OF EXPERTISE

- Financial structuring and development management of affordable rental housing (LIHTC and mixed income)
- HUD financing and rental assistance
- Tax-exempt bond financing
- Multi-family housing rehabilitation and new construction
- Historic preservation
- Green building design, financing and construction
- Public housing redevelopment
- Mixed income homeownership
- Senior independent living
- Work outs and restructuring of troubled assets
- Management and operations of non-profit housing and community development organizations

REPRESENTATIVE CLIENTS

- Arlington Retirement Housing Corporation – Arlington, VA
- Cornerstones Housing – Reston, VA
- Fairfax County Dept. of Housing and Community Development – Fairfax, VA
- Foulger – Pratt – Bethesda, MD
- Howard County Housing Commission – Columbia, MD
- KCG Companies, Indianapolis, IN
- NHP Foundation, Inc. – Washington, DC
- NHT Communities – Washington, DC
- National Caucus and Center on Black Aging – Washington, DC
- NRP Group – Cleveland, OH
- Piedmont Housing Alliance – Charlottesville, VA
- Wesley Housing Development Corporation – Alexandria, VA

EXPERIENCE

Gerry Joseph

Vice President and Director of Real Estate Development, Community Preservation and Development Corp. – Washington DC

Vice President/Director of Massachusetts Operations, The Community Builders Inc. – Boston, MA

Executive Director, Franklin County Community Development Corporation, - Greenfield, MA

Director of Development, Brightwood Development Corporation – Springfield, MA

Paul Browne

Vice President for Real Estate Development, Wesley Housing Development Corporation – Alexandria, VA

Vice President and Director of Real Estate Development, Community Preservation and Development Corp. – Washington DC



Joseph Browne Development Associates (JBDA) is a real estate development and consulting company that specializes in developing affordable rental and for sale housing. Principals Gerry Joseph and Paul Browne formed JBDA in 2018, bringing together over 50 years of experience in the affordable housing and community development industry. Each has worked as a developer, senior manager, and director for non-profit development organizations at the neighborhood, regional and, in the case of Gerry, national level. Gerry and Paul have developed all types of multifamily housing using all kinds of financing tools.

Gerry served as Vice President and Director of Real Estate Development for Community Preservation and Development Corporation (CPDC) from 2004-2010. In that capacity, he managed and oversaw CPDC's real estate department, which consisted of six full time personnel and was responsible for all aspects of the company's real estate development activity from project conception through construction completion and rent-up. This included responsibility for all site assessment and acquisition decisions. Prior to that, Gerry worked for The Community Builders Inc. (TCB) for over 13 years in a number of capacities, including Vice President/Director of Massachusetts Operations where he managed all of TCB's real estate development activity in Massachusetts (MA). Gerry also served as Executive Director of the Franklin County Community Development Corporation (CDC) of Greenfield, MA and Director of Development for Brightwood Development Corporation in Springfield, MA. He was a founder and the first President of the Western Massachusetts Enterprise Fund, a regional micro business investment fund. Gerry served as a member of the Federal Home Loan Bank of Boston Advisory Council from 1999-2005 including a term as chairperson of that body, and has served on the Board of Directors of the Association of Nonprofit Developers (HAND).

Paul served as the Vice President for Real Estate Development for Wesley Housing Development Corporation (WHDC) in Alexandria until May 2018. He oversaw all of its real estate development activity, supervising three project managers and multiple consultants. Under his leadership, WHDC dramatically increased its portfolio and development pipeline, including the development of Union On Queen, an innovative 193-unit mixed-income community in Arlington, Virginia, development of the Fallstead, an affordable senior housing project in McLean, Virginia, recapitalization of three portfolio projects with new debt and LIHTC equity, expansion of its geographic reach to Washington DC by acquiring two multifamily properties in DC, and the preservation of Culpepper Garden, a 204-unit affordable independent living community in Arlington. Previously, he served for more than 10 years with CPDC, as a developer and eventually as the Vice President of Real Estate. He is a County Board-appointed member of the Arlington County Housing Commission and Leadership Greater Washington. He has also served as President of AHOME (Affordable Housing Opportunities Means Everyone) in Fairfax and as Chair of the Housing Committee of the Long-Term Care Coordinating Council of Fairfax. He is an elder at the Old Presbyterian Meeting House in Alexandria.

Gerry Joseph and Paul Browne
Project Experience

| Project Name | Location | Description | Status | Role | Total Units | Assisted Units | Program | Total Development Costs |
|----------------------------------|-----------------------|--|--------------------|---|-------------|----------------|--|-------------------------|
| Senseny Place* | Winchester, VA | Mixed-finance new construction of 63-unit affordable senior housing project financed with 9% LIHTC, Section 202 Capital Grant, and subordinate loans | Pre-Development | Development Consultant to Owner – WHDC | 63 | 11 | Section 202 | \$15.6 million |
| Friendship Court* | Charlottesville, VA | Phase 1 of redevelopment of 100% Section 8 community into mixed-income community, financed with 9% LIHTC and subordinate loans | Pre-Development | Development Consultant to Owners – Piedmont Housing Alliance and NHT Communities | 106 | 46 | Section 8 | \$30.6 million |
| Cedar Street** | Washington, DC | Acquisition and Substantial Renovation of 30-unit historic apartment building in Takoma, DC using 9% LIHTC, Historic Tax Credits and Housing Production Trust Funds | Pre-Development | Developer | 30 | 3 | DC Local Rental Assistance | \$14 million |
| The Arden *** | Alexandria, VA | New construction of 126-unit affordable rental project in partnership with Fairfax County, using 4% and 9% tax credits, VHDA mortgage loans, and Fairfax County Blueprint loan | Pre-Development | Principal - WHDC | 126 | 8 | FCRHA Project-Based Vouchers | \$50 million |
| 1 Hawaii Avenue NE *** | Washington, DC | Acquisition of market affordable garden apartments in anticipation of redevelopment or tax credit syndication | Pre-Development | Principal - WHDC | 34 | | | \$3.8 million |
| 1621 Flats** | Washington, DC | Redevelopment of 9-unit apartment building on Capitol Hill into Work force/market-rate condominium | Complete | Developer | 9 | | | \$3 million |
| N Street Village** | Washington, DC | Recapitalization and Renovation of N Street Village following expiration of initial 15 year LIHTC Compliance Period using tax exempt bonds, Housing Production Trust Funds, and LIHTC. | Complete | Development Consultant to Owner, N Street Village Inc. | 95 | 44 | DC Local Rental Assistance | \$30 million |
| Arnold Gardens** | Suitland, MD | Acquisition and Renovation of project based Section 8 development utilizing Tax Exempt Bonds, LIHTC and HOME funds from Prince George's County | Complete | Development Consultant to Owner, Gragg Cardona Partners | 68 | 55 | Section 8 | \$14.25 Million |
| Apartments at Northpoint** | Reston, VA | Acquisition and recapitalization of LIHTC project at the expiration of initial 15-year compliance period by non-profit General Partner/Sponsor | Complete | Development Consultant to Owner, Cornerstones Housing Corp. | 48 | | | \$5 million |
| Culpepper Garden I **** | Arlington, VA | Development of recapitalization plan for HUD-assisted elderly housing project; preservation and substantial renovation using 4% tax credits with VHDA tax-exempt debt, and local subordinate debt | Under Construction | Development Consultant to Owner, Arlington Retirement Housing Corp. (GJ), Principal WHDC (PB) | 204 | 200 | Section 236, RAD, Tenant Protection Vouchers | \$59 million |
| Brookland Place *** | Washington, DC | Preservation and substantial rehabilitation of 80-unit tax-credit project using 4% tax credits with DCHFA tax-exempt debt, and local subordinate debt | Under Construction | Principal - WHDC | 80 | | | \$26.3 million |
| The Fallstead *** | McLean, VA | New construction of senior independent living facility in partnership with Fairfax County, using 9% tax credits, FHA 221d4 mortgage loan, Virginia Housing Trust Fund, and below-market ground lease | Complete | Principal - WHDC | 82 | 21 | FCRHA Project-Based Vouchers | \$25.6 million |
| Wexford Manor *** | Falls Church, VA | Resyndication and substantial rehabilitation of 74-unit tax-credit project using both 9% and 4% tax credit in twinning structure, tax-exempt debt, and local subordinate debt | Complete | Principal - WHDC | 74 | 21 | Section 8 | \$23.3 million |
| Memorial Square Apts.** | Springfield, MA | LIHTC redevelopment of 3 for 5.8 ModRehab properties on behalf of non-profit sponsor utilizing 9% LIHTC, Historic Tax Credits, and subordinate financing from the Commonwealth of Massachusetts | Complete | Development Consultant to Owner, New England Farm Workers Council | 56 | 56 | RAD | \$17.25 Million |
| E Henry Twiggs Estates Phase 1** | Springfield, MA | Acquisition and rehab of 34 Scattered Site properties, including a project based Section 8 community, utilizing tax-exempt bond financing, LIHTC, and subordinate financing from the Commonwealth of Massachusetts | Complete | Development Consultant to Owner, Home City Development Inc.. | 75 | 75 | Section 8 and Mass. MRVP | \$23 Million |
| E Henry Twiggs Estates Phase 2** | Springfield, MA | Acquisition and rehab of 26 Scattered Site properties utilizing tax-exempt bond financing, LIHTC, and subordinate financing from the Commonwealth of Massachusetts | Complete | Development Consultant to Owner, Home City Development Inc.. | 61 | 29 | Mass MRVP | \$22.1 Million |
| Union on Queen *** | Arlington, VA | Redevelopment of obsolete 50-unit garden apt. project into 193-unit mixed-income community using 9% tax credits, Freddie Mac perm loan, and local subordinate debt | Complete | Principal - WHDC | 193 | | | \$77 million |
| Lynhaven Apts.*** | Alexandria, VA | Preservation and substantial rehabilitation of two garden apartment communities in neighboring jurisdictions using tax exempt bond financing, 4% tax credits and local subordinate debt | Complete | Principal - WHDC | 49 | | | \$15 million |
| Bond 2 LP** | Various Locations, PA | Multi-Site (4) Tax Exempt Bond/LIHTC Transaction on behalf of Non-Profit Sponsor | Complete | Development Consultant to Owner, Housing Development Corporation Mid Atlantic | 137 | | | \$17.5 Million |
| Bond 3 LP** | Various Locations, PA | Multi-Site (5) Tax Exempt Bond/LIHTC Transaction on behalf of Non-Profit Sponsor | Complete | Development Consultant to Owner, Housing Development Corporation Mid Atlantic | 208 | | | \$21.7 Million |
| TC4 LP** | Various Locations, PA | Multi-site (5) Tax Exempt Bond/LIHTC Transaction on behalf of Non-Profit Sponsor | Pre-Development | Development Consultant to Owner, Housing Development Corporation Mid Atlantic | 208 | 63 | Project Based Vouchers | \$28.5 Million |
| Harwell Homes Cooperative** | Cambridge, MA | Recapitalization of HUD 236 Cooperative following loan maturity utilizing conventional debt financing and Mark Up to Budget Rent Increase through HUD | Complete | Development Consultant | 56 | 17 | Section 236, Section 8 | \$2.5 million |
| Borinquen Apartments** | Springfield, MA | Redevelopment of highly distressed historic property originally renovated under S. 8 Mod rehab program. Financing included HOME, Federal and State Historic Tax Credits | Complete | Development Consultant | 41 | 36 | Section 8 | \$11.3 million |
| Colonial Village *** | Arlington, VA | Preservation and historic rehabilitation of aging garden apartment using historic and 9% LIHTC | Complete | Principal - WHDC | 162 | | | \$45 million |
| Westwood Oaks *** | Fairfax, VA | Preservation and green rehabilitation of HUD 236 and LIHPRHA restricted property, using de-coupling and competitive 9% tax credits | Complete | Principal - CPDC | 42 | 10 | Section 236, Section 8 | \$10 million |

| | | | | | | | |
|--|---|----------|--|--------------|--------------|------------------------------|-------------------|
| The Larkspur *** Arlington, VA | Acquisition of market affordable garden apartments in anticipation of tax credit syndication | Complete | Principal - CPDC | 74 | | | \$10 million |
| Stony Brook *** Alexandria, VA | Preservation and green rehabilitation of HUD 236 and LIHPRHA restricted property, using IRP de-coupling and competitive 9% tax credits | Complete | Project Manager / Principal - CPDC | 204 | 40 | Section 236, Section 8 | \$25 million |
| Mayfair Mansions**** Washington, DC | Acquisition preservation and Redevelopment of Historic HUD 236 property NE Washington DC utilizing tax exempt bonds, 4% LIHTC, Historic tax credits and local subordinate debt. | Complete | Principal - CPDC | 410 | 320 | Section 236, Section 8 | \$96 million |
| Parkside Terrace**** Washington, DC | Redevelopment of vacant 12-story tower in SE Washington DC that had failed as a section 8 family building. Converted to 181 units of Senior housing and 135 units of workforce housing utilizing Tax-exempt bonds, 4% LIHTC and local subordinate debt. | Complete | Principal - CPDC (GJ), Project Manager & Principal - CPDC (PB) | 316 | 181 | DCHA Project-Based Vouchers | \$73 million |
| Wheeler Terrace**** Washington, DC | Acquisition, preservation and redevelopment of distressed 113 unit Section 8 property in SE DC utilizing Tax exempt bonds, 4% LIHTC and local subordinate debt. First LEED Gold certified affordable housing property in the District | Complete | Principal - CPDC | 116 | 116 | Section 8 | \$31.5 million |
| Residences at Wiley H. Bates Heritage Park**** | Adaptive re-use of historic school building into independent living senior housing | Complete | Principal - CPDC (GJ), Project Manager CPDC (PB) | 81 | 81 | HCAAC Project-Based Vouchers | \$20 million |
| Island Walk**** Reston, VA | Acquisition and conversion of Section 8 limited equity cooperative using tax exempt bonds, 4% LIHTC and local subordinate debt. | Complete | Principal - CPDC (GJ), Project Manager CPDC (PB) | 102 | 101 | Section 8 | \$25 million |
| 1330 Seventh St. Apts** Washington, DC | Acquisition and Substantial Renovation of 136-unit high-rise in gentrifying neighborhood of Washington, using Tax Exempt bonds 4% tax credits and subordinate debt | Complete | Principal - CPDC | 136 | 50 | Section 236, Section 8 | \$22 million |
| Oxford Manor Apts.** Washington, DC | Acquisition and preservation of conventional apartment community using 9% tax credits and Public Housing Replacement Funds | Complete | Principal - CPDC | 227 | 12 | Public Housing | \$25 million |
| Windsor Valley III Townhomes *** | Acquisition and Preservation of 283-unit townhome community using Tax Exempt bonds and 4% LIHTC | Complete | Project Manager - CPDC | 283 | 164 | Section 236, Section 8 | \$22 million |
| Mary's Meadow at Providence Place** | "Small House" skilled nursing facility developed on behalf of Sister of Providence, Holyoke Ma | Complete | Developer - TCB | 40 | | | \$10.5 million |
| Village at Hospital Hill** Northampton, MA | Land development & Master Plan for 124-acre urban village with 207 residential units and 476,000 sf of commercial space | Complete | Project Manager / Principal - TCB | | | | Est. \$25 million |
| Holyoke HOPE VI** Holyoke, MA | Master Plan for revitalization of distressed public housing site, including 176 home-ownership units and 100 rental units | Complete | Principal - TCB | 276 | | HOPE VI | Est. \$40 million |
| Parkwood Apts. ** Indianapolis, IN | Acquisition and redevelopment of distressed HUD-assisted property | Complete | Principal - TCB | 329 | 329 | Section 8 | \$33 million |
| Churchill Homes** Holyoke, MA | Mixed-income, mixed finance rental housing component of HOPE redevelopment | Complete | Principal - TCB | 100 | 34 | HOPE VI | \$10 million |
| Plumley Village** Worcester, MA | Recapitalization and refinancing of corporate asset | Complete | Principal - TCB | 430 | | | \$35 million |
| Osprey Lane ** Sandwich, MA | New Construction of 40-unit project financed with 9% LIHTC and conventional debt | Complete | Principal - TCB | 36 | | | \$5 million |
| Odd Fellows Lofts ** Worcester, MA | Adaptive re-use of Odd Fellows Lodge into mixed-use development of 24 units and 10,000 sf of commercial space | Complete | Principal - TCB | 24 | | | \$4 million |
| Dickson Meadows ** Weston, MA | New construction mixed-income homeownership project | Complete | Principal - TCB | 18 | | | \$15 million |
| Allen Park Apts ** Springfield, MA | Acquisition and preservation of 264-unit Section 236 project under ELIPRA, financed with Tax-Exempt Bonds and 4% LIHTC | Complete | Principal - TCB | 264 | 208 | Section 236, Section 8 | \$15 million |
| Upsala School Apts. ** Worcester, MA | Adaptive re-use of historic school building into independent living senior housing, using Section 202 | Complete | Project Manager - TCB | 50 | 50 | Section 202 | \$4.5 million |
| Leyden Woods Greenfield, MA | Acquisition and preservation of former HUD 236 development using Tax-Exempt Bonds and 4% LIHTC | Complete | Project Manager - TCB | 199 | | Section 8 | \$14.25 Million |
| Providence Place ** Holyoke, MA | Adaptive re-use of historic convent into affordable independent living | Complete | Project Manager - TCB | 120 | | | \$14 million |
| Totals | | | | 6,142 | 2,381 | | |

* - Joseph Browne Development Associates

** - Gerry Joseph

*** - Paul Browne

**** - Gerry Joseph and Paul Browne

WALSH, COLUCCI, LUBELEY & WALSH, P.C.



LYNNE J. STROBEL
Shareholder
Land Use and Zoning

lstrobels@thelandlawyers.com

Education

College of William & Mary
Marshall-Wythe School of
Law,
J.D., 1988

University of Virginia,
B.A., 1985

A native of Fairfax County, Lynne has been with the firm since graduating from law school in 1988. She is experienced in all phases of the land use and development process in Fairfax County and surrounding jurisdictions including the Cities of Fairfax and Falls Church, and the Towns of Vienna and Herndon. Lynne specializes in land use, especially affordable housing matters, and zoning issues for commercial, residential, and mixed-use development, and has extensive experience with special permit, special exception, and variance applications. Over the years, Lynne has developed an extensive practice representing non-profits, including numerous places of worship and schools.

REPRESENTATIVE EXPERIENCE

- Approval of a 6.1 million square foot mixed-use development in proximity to the McLean Metro Station, which is the single largest application processed and approved in Tysons to date. The 30-acre site, located on the south side of Route 123, will be transformed into a walkable mixed-use environment comprised of office, residential, hotel, and retail uses allowing people to live, work, shop, and play without relying on a car. The construction of the first residential buildings is complete, with a hotel and residential building under construction, beginning the transformation of Fairfax County's Urban Center.
- The acquisition of the appropriate approvals for a domestic violence shelter in Fairfax County. In the process of seeking a building permit, it was discovered that the shelter did not have the appropriate zoning approvals to operate and there was no money in the budget for professional assistance. Lynne donated her time doing what was necessary to overcome neighborhood opposition. During the approval process, some of the women who had been helped by the shelter had the courage to tell their stories. The project was approved, allowing the County to retain this valuable community asset.
- The negotiation and approval of a redevelopment plan for Lake Anne Village Center in Reston. Lake Anne Village Center was part of an innovative concept conceived over 50 years ago by Robert E. Simon to allow people to live, shop, and work in a mixed-use community. The development of Reston Town Center diminished the vibrancy of Lake Anne Village Center. In 1984, Fairfax County designated a part of the area as a Historic Overlay District and, in 2006, became further invested with the acquisition of the Crescent Apartments for affordable housing units. Representing the developer, Lynne worked on a complex series of proffers, plans, and agreements as part of a public-private partnership.
- Representation of a family whose land evolved over 50 years from a chicken business to Hilltop Village Center. Lynne began representing the family in a series of special exceptions needed to transform a sand and gravel excavation operation into a construction debris landfill. The landfill benefited Fairfax County as its residential population increased. As the approved contours were reached, Lynne gained approvals for a golf course and driving range, providing a recreational benefit to County residents. As the number of golf facilities in Fairfax County outpaced demand, the family began to think of other options. An innovative concept was designed that allowed a portion of the property not used for the landfill operation to be developed with a shopping center anchored by a Wegman's. A portion of the remaining property has been converted into community athletic fields.
- Lee Village at Silver Lake, LLC, proposed a public-private partnership that resulted in a public library, a café within the library building, workforce housing (up to 111 multi-family dwelling units), and independent living units (up to 89 units). The approval creates a unique opportunity to address community needs.
- CHPPENN I, LLC engaged in a public-private partnership with the Fairfax County Redevelopment and Housing Authority for the development of approximately 34.88 acres on Richmond Highway known as North Hill. Lynne successfully processed a rezoning application comprised of 279 affordable multi-family dwelling units, including a minimum of 60 independent living units, and 175 market single-family attached units to support the construction of the affordable units.

PROFESSIONAL ACTIVITIES

- Served two six-year terms on the board of Celebrate Fairfax!—a non-profit organization committed to the Fairfax community and county-wide celebrations. During her first term on the board, from 1993 to 1999, Lynne served as Vice President of Planning and Administration and oversaw the scholarship program. During her second term, from 2006 to 2012, she helped revive the scholarship program, which had lapsed due to economic and other considerations, and has participated in the award of 10 scholarships to Fairfax County graduating high school seniors each since 2012. Lynne served as the board chair from 2009 to 2011. While no longer on the board, she has continued to assist the organization as a member of the Leadership Team and the Scholarship Committee, contributing many volunteer hours of service.
- Served on the Board of Directors from 2006 to 2012 for Doorways, a non-profit organization that serves women and families in need and provides temporary shelter to victims of domestic violence. Lynne served on the Executive Committee and as Chair of the Facilities Committee where she helped the organization upgrade to a new office location, assisted with the Brighter Futures Breakfast fundraiser, and ensured facilities, such as the family home and domestic violence shelter, continued to be maintained and upgraded as necessary. Lynne continues to serve on the Doorways Emeritus Board.
- A graduate of the Leadership Fairfax Institute's Class of 2004, Lynne currently serves on the Board of Leadership Fairfax, a non-profit that inspires, connects, develops, and engages leaders to impact issues facing Fairfax County and the region.
- A member of the George Mason Center for Real Estate Entrepreneurship (CREE) Advisory Board. The CREE Advisory Board is instrumental in promoting and supporting the educational programs of the Center, including support for the Mason Masters of Real Estate Development program, and serves as a connection between George Mason University and the real estate community.
- Currently serving on the Tysons Partnership Housing Committee.

AWARDS AND MILESTONES

- Served on the Zoning Ordinance Re-write Community in the City of Fairfax, 2014-2016.
- Recognized by the Multifamily Residential Development Community for her participation in the Fairfax County Affordable Dwelling Unit Task Force, 2001.
- Instrumental in developing amendments to the Affordable Dwelling Unit Ordinance, which helps people of low and moderate income secure affordable housing.
- Nominated for Fairfax County Volunteer Service Awards produced by Volunteer Fairfax.
- Certificate of Appreciation from the Korean Central Presbyterian Church, October 3, 2010.
- Ambassador Award from Celebrate Fairfax!, June, 2013.
- Recipient of the James M. Scott Community Spirit Award, June, 2019
- Recognized by Northern Virginia Magazine as a "Top Lawyer in Real Estate and Family Concerns" in the category of zoning, planning, and land use in 2011, 2014, and 2015.
- Achieved Martindale-Hubbell's AV® Preeminent™ Peer Review Rating, the gold standard in attorney ratings.
- Recognized as one of the Best Lawyers in America 2017-2021 for Land Use and Zoning, Real Estate Law.
- Recognized by Virginia Living magazine as one of the Top Women in the Law, 2018



FIRM EXPERIENCE

Carter Run LLC is a regional Civil and Consulting Engineering Firm offering Civil Engineering, Land Development Services and Project Consulting. While located in Fauquier County, Virginia, Carter Run has clients and projects throughout the Mid-Atlantic.

Carter Run's philosophy is that key personnel not only take an active role in projects, but also perform the majority of the work on the project. This diminishes chances for internal miscommunication and assures that the design intent is always forefront in the development of plans.

Carter Run has successfully completed civil work for various types of projects. These include commercial projects, residential projects and government facilities. Most of these projects are located in Northern Virginia. Carter Run is generally heavily involved in the entitlement and approval process. The personnel of Carter Run have worked with many jurisdictions and understand well the nuances and procedures of these jurisdictions.

The key principal of Carter Run is Darrin Smith. He has over 25 years of civil engineering experience spread across many projects and states. This experience includes not only civil engineering, but full project management of projects from conceptual stage through occupancy.



**AFFORDABLE HOUSING
EXPERIENCE**

Design is Everything.

OUR FIRM & SERVICES

Davis Carter Scott (DCS) is one of the largest locally-owned architectural and interior architectural firms in the D.C. Metropolitan area, and is active in all areas of master-planning, architecture, interior architecture, sustainable design, and branding. While the firm has grown and changed over our 52+ years of being in business, the core values on which it was founded – commitment to our profession, our community, our clients, and our employees – have never wavered.

Our firm takes great pride in the contributions we have made to the built environment,

including award-winning buildings, interiors, and master plans, with over 15 million square feet of sustainably designed projects. Yet, of greatest importance is the reputation we have earned in the business community for being honest, ethical, and true to our word. This is not only reflected in the company's leadership, but in the attitudes and actions of our employees.

"Do Good Work. Have Fun. Make Money."

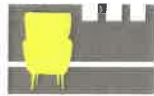
This is our internal corporate mission statement, and we come back to it time and time again. It governs how we approach our business, our relationships with each other, our clients, and our outreach into the larger community.

dcS DESIGN



ARCHITECTURE

Davis Carter Scott offers a range of services which extend from initial programming through schematic design and design development, to construction documents and administration.



INTERIOR ARCHITECTURE

Our Interiors Division offers a range of services including: strategic planning, building evaluation, programming, space planning, design development, contract documents, cost estimates, furniture selection and specification, signage, engineering coordination, and fine arts selection.



MASTER PLANNING

We assist our clients in evaluating and taking advantage of their property's potential by developing masterplans that integrate functional, financial, market and physical considerations. Whether the site is urban infill or a suburban greenfields, DCS strives to create vibrant and livable places.



SUSTAINABLE DESIGN

Environmental stewardship is a core value at DCS. Our Base Building and Interior Architecture practices incorporate Sustainable Design services into every project we undertake. Whatever the goals of the Owner or the "green" requirements the Owner's imposed by a local jurisdiction, our design professionals are current and/or accredited in the standards of USGBC LEED™, Green Globes, Energy Star, National Green Building Standards and WELL Building.



BRANDING

DCS Elevation will help you define what makes your company unique, then work with you to craft branding elements to build a strong brand identity that tells your distinct story. Whether it's in combination with your new space design, or separately reexamining your over-all corporate brand, we can help you create your unique message.

AFFORDABLE HOUSING EXPERIENCE

Arrowbrook Centre Apartments

Herndon, Virginia
274 dwelling units in a 6 story Affordable / Workforce housing development with 38,000 SF of retail space. Pursuing EarthCraft Multi-Family Gold certification. (VHDA financing)



Arrowbrook Centre Apartments

The Nexus at West Alex

Alexandria, Virginia
74 affordable dwelling units in a mixed use development, incl. 278 market rate dwelling units, 60,000 SF Office, 50,000 SF Ground Floor Retail, 75,000 SF Harris Teeter Grocery Store and 800-car below grade parking garage. (VHDA financing)

Union on Queen Apartments

Arlington, Virginia
70 affordable dwelling units in a mixed income apartment complex with a total of 193 units and 3 levels of below grade parking. (VHDA financing)

Lucille & Bruce Terwilliger Place

Arlington, Virginia
186,000 SF, consisting of 160 affordable housing units (Veterans will be given priority in 50% of the development's one, two, and three bedroom units), 6,000 SF of condo space for the American Legion Post No. 139, 1,500 SF Office and Meeting Space for APAH, and 45,000 SF below grade parking garage. (VHDA financing)



Union on Queen

Heronview Apartments

Sterling, Virginia
Earth Craft Certified residential development including 96 Affordable dwelling units available to household making 50% or less of the area median income. (VHDA financing)

Avonlea

Loudoun County, Virginia
Residential development including 112 affordable housing units, 8,000 SF of retail, and 49 parking space garage (Currently in Design)

CUMC Residences

Arlington, Virginia
144 affordable housing units (100%) in a 117,000 SF apartment building and a 27,000 SF United Methodist Church with day care.

One University

Fairfax, Virginia
274,000 SF residential development consisting of two 4-story buildings: 110 affordable dwelling units for families, 110 affordable dwelling units for senior living, a 3,000 SF community center, and 384-car partially below grade parking garage. Pursuing EarthCraft Multi-Family Gold certification. (VHDA financing)

1750 Old Meadow Road

McLean, Virginia
Conversion of office building to residential development which includes market-rate and affordable housing options (Currently in Design)



Lucille & Bruce Terwilliger Place



The Nexus

Design is Everything.

Union on Queen

Arlington VA | 186,000 SF | Mixed-Income Housing

- Developer: Bozutto / Wesley Housing Development Group
- Financing: VHDA
- 70 Affordable Dwelling Units, 123 Market Rate Units
- Historic Renovation of two buildings





Union on Queen



Design is Everything.



Arrowbrook Centre Apartments

Herndon VA | 362,000 SF | Mixed-Use Affordable Housing

- Developer: Stratford Capital Group
- Financing: VHDA - Ranked #1 in New Construction for 2019
- 6-story residential building for Affordable / Workforce housing, 274 Dwelling Units, 38,000 SF of ground floor retail, 159,000 SF above grade open parking garage

Currently in design

Design is Everything.

**Arrowbrook
Centre
Apartments**



Design Is Everything.



One University

Design Is Everything.



The Nexus at West Alex

Alexandria VA | 125,000 SF | Affordable Housing Mixed-use development

- Developer: Alexandria Housing Development Corporation
- Financing: VHDA
- Part of a larger mixed-use development
- 74 affordable units above ground floor retail and below grade parking
- Amenities: 1,500 SF community room, bike storage, and 6,500 SF outdoor terrace with a children's play area and grilling station

Completed in 2020

Design is Everything.



Heronview

Sterling VA | 120,000 SF | Residential Development

- Developer: Windy Hill Foundation & Flatiron Partners
- Financing: VHDA
- 96 Affordable Dwelling Units, available for households making 50 percent of the area median income or less
- Earth Craft Platinum Certification
- One, two-and three-bedroom apartment homes
- Floorplans include both garden style and townhomes

Design is Everything.



CUMC Residential

Arlington VA | 208,732 SF | Mixed-use Development

- Developer: Arlington Partnership for Affordable Housing (APAH)
- Will be seeking VHDA Financing
- 144 affordable units, 27,000 SF Church and Daycare

Design Is Everything.

Attachment 3
Conceptual Plans



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dc
DESIGN

FAIR RIDGE DRIVE

AERIAL VIEW

10.17.2019

These drawings are conceptual in nature and may change over time as the design develops further.



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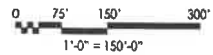


FAIR RIDGE DRIVE

PERSPECTIVE VIEW

10.17.2019

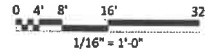
These drawings are conceptual in nature and may change over time as the design develops further.



FAIR RIDGE DRIVE - RESIDENTIAL

SITE LOCATION MAP 08.07.2019



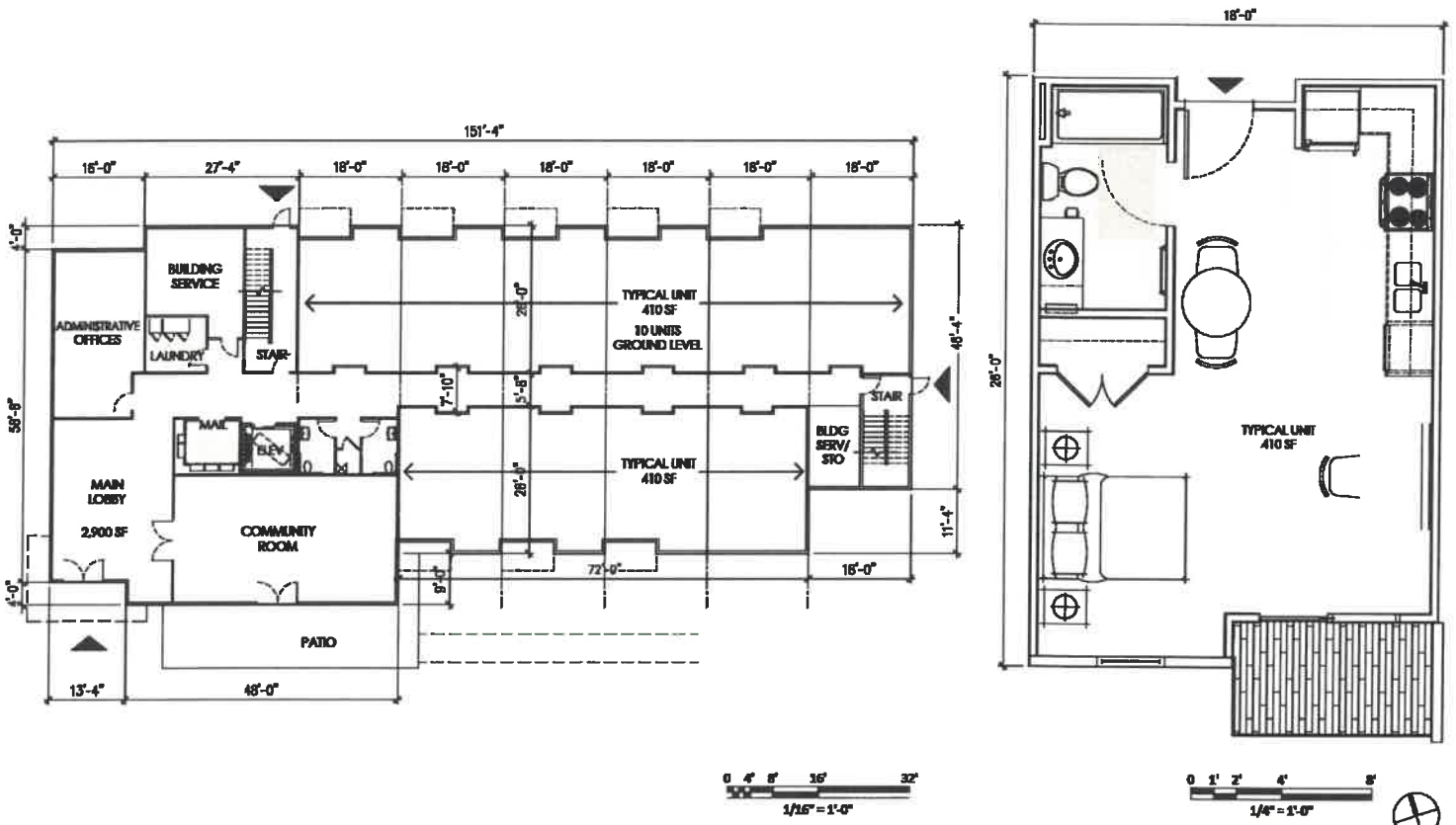


FAIR RIDGE DRIVE - RESIDENTIAL

48 TOTAL SURFACE
PARKING SPACES

SITE PLAN 08.07.2019

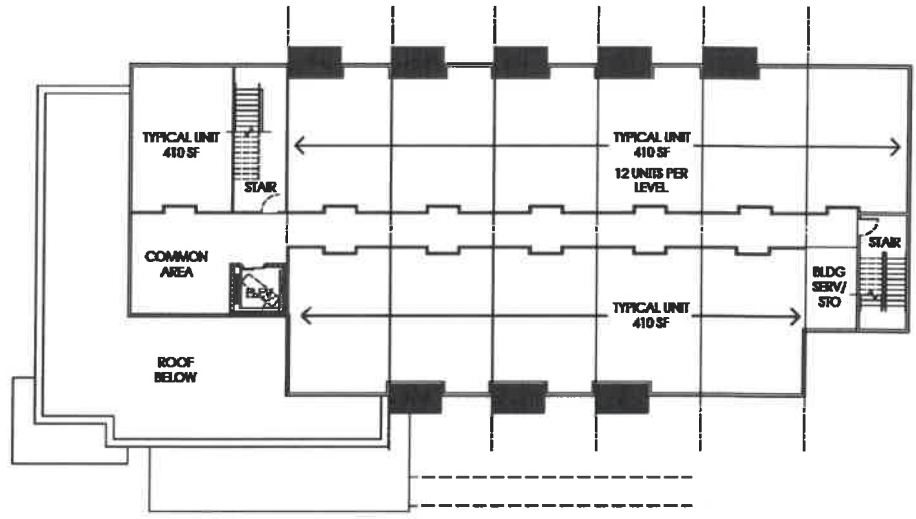




FAIR RIDGE DRIVE - RESIDENTIAL : 34 UNITS TOTAL

GROUND FLOOR PLAN 08.07.2019





0 4' 8' 16' 32'
1/16" = 1'-0"

FAIR RIDGE DRIVE - RESIDENTIAL

TYPICAL FLOOR PLAN 08.07.2019

