

Charlottesville



NEIGHBORHOOD DEVELOPMENT SERVICES **HOUSING PROGRAM ASSESSMENT – KEY POINTS**

February 18, 2026

Your presenter

- Andrew Friedman, principal, Progressive Housing Solutions LLC
- 38 years of housing experience – 34 at City of Virginia Beach, 4 as consultant
- Chosen through RFP process
- I have close ties to Charlottesville through two family members who live here and who attended UVA

RFP Purpose and Deliverables

Purpose

The City of Charlottesville, through its Neighborhood Development Services (NDS) Director, is seeking proposals from qualified consultants to **conduct a staffing-focused evaluation of the City's Housing Program. The goal is to assess current staffing capacity, role alignment, and expertise to ensure the program is effectively meeting its strategic objectives and community needs.**

Deliverables

- Evaluation Plan and Timeline
- Organizational Assessment Report
- Recommendations Memo
- Presentation for Housing Advisory Committee

Assessment Process to Date

- Read multiple city documents relating to housing programs
- Interviewed 18 stakeholders – staff, city council members, housing partners
- & prepared detailed summary of what I heard
- Conducted initial peer cities research
- Developed this presentation to get your feedback

OBSERVATIONS AND ISSUES -1

- Charlottesville is a state leader in financial commitment to affordable housing but staffing is not commensurate with funding
- Wide-ranging and expanding array of programs
- Decentralized programs operated by multiple non-profits and multiple city agencies
- Recent staff and organizational change
- Multiple new programs, program evaluations and refinements planned

OBSERVATIONS AND ISSUES - 2

- Staffing recommendation in original consultant report for 10% of CIP funding
- Critical need for staff identified in April 2025 report to Council
- Multiple internal and external stakeholders identified the need for various types of staff
- Staff are needed to fulfill key city goals and meet community needs

Current NDS Housing Program Responsibilities and Staff Assignments

- Housing Program Manager
 - Internal and external leadership and coordination
 - Team management and supervision
 - CRHA POC (*redevelopment committee, PILOT tracking, the jointly-owned City Housing Portfolio; expired funding agreements with unspent funds*)
 - Housing Advisory Committee liaison
 - CAHF Committee liaison
 - Evaluation and development of new and existing programs
 - Maintenance, and analysis of Housing Data Dashboard (in progress)
 - Annual evaluation of Affordable Housing Plan implementation progress

Current NDS Housing Program Responsibilities and Staff Assignments

- Housing Grant Administrator and Compliance Coordinator
 - Grant monitoring and administration
 - HOPS
 - CAHF
 - CSRAP
 - Inclusionary zoning project evaluation, certifications, and monitoring

Current NDS Housing Program Responsibilities and Staff Assignments

➤ TBD

- Annual NOFA and project selection criteria for City Funds
- Evaluation of CRHA and other non-profit affordable housing development deals and requests for City funds
- Preparation and administration of development agreements

Interview Summary: Community Needs

- 1-bedroom units
- Accessible units
- Affordable rental housing esp. <60%, seniors and accessible units
- First month's rent
- More case managers for people with high barriers
- Enhanced access to housing for unhoused individuals
- Serious need for WFH and missing middle
- Housing system is very confusing and difficult to navigate
- Biggest need – production of 0-30%/0-50% median
- Renters in subsidized units not paying rents
- Prevent loss of affordable units

Interview Summary: Policy Issues Mentioned

- Engage with student housing issues
- Prevent displacement
- Consider neighborhood TIF's to help reinvestment
- Ensure accessibility of new stock
- Help people navigate the system
- Promote better management of rental properties
- Consider comprehensive housing policy that addresses all housing supply and affordability issues together
- Develop a coordinated plan for CIP + CDBG + CAHF funding

Interview Summary: Program Reviews and Potential New Programs mentioned

- CSRAP review
- Update ADU Manual
- Rental arrears program
- Rental inspection program
- Site Acquisition system
- Tax abatement program
- Developer Incentives
- Bridge loan program
- HCV Homeownership program
- Landlord risk reduction fund
- Landlord outreach, recruiting and retention
- Security deposit assistance for renters

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Interview Summary: Goals Identified

- Protect the city in development deals and contracts for services
- Ensure we get what we paid for both now and over the term of the agreements
- Measure our impact and tell the City's housing story clearly and accurately – both the needs and the actions taken
- Review where we are, update plans and focus strategically on top priority needs/issues
- Do more: monitoring, data collection/tracking, coordination with partners
- Enhance policy, process and procedure
- Address the whole housing system comprehensively to have the most impact

Initial Draft Staffing Recommendations - 1

Considerations: What we need is capability. In some cases it needs to be a city FTE, but not always.

- 1) **Housing Programs Manager or Deputy Director for Housing in NDS** to be the lead and point person for all things housing, and to **provide strategic focus for, and high-level communication about, the city's efforts**. This person can communicate about the city's housing successes, and listen to and coordinate effectively with the city's multiple city and regional partners. (already budgeted)
- 2) **Housing Finance Administrator** – to oversee and review development and partnership agreements, financing terms, deeds of trust, covenants, regulatory requirements, etc. *to ensure that the city is protected and that its money is used wisely.* (new)

Initial Draft Staffing Recommendations - 2

3) **Housing Grants, Compliance and Metrics Administrator:** To continue and enhance grant administration, continue and enhance monitoring, and collect, organize and present metrics to leadership (existing). Evaluate this workload – it may be more than one FTE.

4) **Housing Policy Analyst/Planner:** To coordinate review and evaluation of new and identified existing programs and provide analysis and guidance regarding overall system planning and coordination (new).

5) **Fund Development/Resource Development Specialist:** To increase non-local-taxpayer funding for the city's housing efforts from charitable sources and state and Federal sources (new). This position or function could be piloted for 2 years to see if revenue exceeds the cost of the position.

Additional Staffing Considerations-1

These recommended positions (possibly considering the resource development position as optional) are essential to building the capacity to:

- **continue** the city's housing programs
- **revise and enhance them as needed**
- **expand them as planned**
- monitor and **report on results**, and
- **support and coordinate the large network of partners** that the city is engaged with to make housing happen.

Additional Staffing Considerations- 2

With only one current FTE, there will be at least **three new persons on board**. They will need:

- training;
- role definition;
- **cross training and cross-functional support** so that we have the ability to adjust to workload cycles, absences and turnover
- introductions to the city and community partners;
- a prioritized work plan.

Just getting that all done will be a great deal of work even before they begin to have an impact.

Summary

We need the staffing and related resources to:

- A) Do the **most we can with what we already have**, including monitoring and correcting as needed.
- B) **Communicate effectively** about what we're doing.
- C) Carefully and **strategically consider what new things are the top priorities to implement**, and then implement them.
- D) **Find sources from other non-local taxpayer funds** to do more.

Next Steps

Your feedback and ideas

Report will be updated and finalized, including additional supporting information – summary of interviews (just ideas, no names); some data from other cities

Kellie uses the report as appropriate

Thank you for your time, and for your contributions during the interviews!

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February, 2026



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