

PORTSMOUTH HOUSING AUTHORITY

SHERBURNE SCHOOL BELOW MARKET RATE HOUSING DEVELOPMENT QUALIFICATIONS



PORTSMOUTH HOUSING AUTHORITY | PHA HOUSING DEVELOPMENT LTD.

 Corporate Status: Municipal Public Corporation Created by RSA 203:4 | NH Nonprofit Corporation

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To the Mayor and Council of the City of Portsmouth:

Without a doubt, PHA's qualifications for building high-quality, affordable housing in Portsmouth stand alone among all other housing developers in the nation. PHA is uniquely suited to create new housing on privately or publicly owned land in Portsmouth, including at the Sherburne School at 35 Sherburne Road.

The City of Portsmouth created the Portsmouth Housing Authority in 1953 to provide safe, healthy affordable housing for Portsmouth residents. Since then, we have been the most prolific developer and owner of affordable rental housing in the City. PHA is a special purpose government entity and non-profit organization, locally controlled and governed by volunteer Commissioners who are all Portsmouth residents and appointed by the Mayor and Council. These Commissioners and Directors have considerable depth and skill and are all passionate about making Portsmouth a great place to live and work.

All PHA's properties and operations are locally managed by 39 specialized staff, ensuring a personalized approach to wait list management, admissions, occupancy, compliance, maintenance, and capital projects.

PHA currently provides housing for over 1,000 Portsmouth citizens, living in 682 rental apartments spread across 13 different properties throughout the City. Recognized as a High-Performing agency by the Department of Housing and Urban Development, PHA spends more than \$450,000 annually on resident services programs for Portsmouth seniors, youth, families, and people with disabilities. Over the years, PHA has pumped more than \$100,000,000 in to the local economy, and has earned awards for high environmental standards, planning, visionary leadership, community partnerships, community building and high performance financial management, occupancy, and physical standards.

With our long-standing record of success, PHA confidently presents this Request For Qualifications. We are committed to leveraging our expertise and capacity to deliver high-quality, financially viable housing worthy of one of the best small cities in America.

Craig Welch
Executive Director

Note: PHA has read Addendum I and Addendum II related to this Request for Qualifications.

PHA DEVELOPMENT AND PRESERVATION EXPERIENCE

- Over 65 years, PHA has invested more than \$100,000,000 in the housing infrastructure in Portsmouth.
- PHA completed the historic preservation and adaptive reuse of three City-owned properties at the Atlantic Heights School, the Cottage Hospital, and the Lafayette School in 1996, 2003, and 2010.
- PHA developed 421 affordable rental units throughout the City with the federal public housing program between 1959 and 1973.
- PHA acquired and completed a \$14 million rehabilitation of the 100-unit family development at Wamesit Place in 2011.
- PHA developed the award-winning Ruth Lewin Griffin Place Workforce Housing in downtown Portsmouth, placed in service in June 2022 with a total project cost of \$16,000,000.



HISTORIC PRESERVATION

ATLANTIC HEIGHTS 1996

PHA used Low Income Housing Tax Credits for the first time and turned this City-owned former neighborhood school into 30 rental apartments for people aged 62 and older.



CONNORS COTTAGE 2003

PHA partnered with the City of Portsmouth to permanently preserve the historic Cottage Hospital, converting it into 20 units of housing for people aged 62 and older, with the project costing \$3.7 million.



LAFAYETTE SCHOOL 2010

PHA saved this former neighborhood school from demolition by redeveloping the school into ten affordable rental units for people aged 62 and older. The project cost \$2.8 million.



RECENT SUCCESS

RUTH LEWIN GRIFFIN PLACE

PHA recently developed Ruth Lewin Griffin Place at 160 Court Street, adding 64 units of permanently affordable workforce housing in the heart of Portsmouth's historic downtown. This complex project included permitting requirements of the City's Historic District, sophisticated civil engineering, and a meticulous construction management program that accommodated the urban setting with 110 people living on-site during construction.

The total project cost of Ruth's Place was \$16,000,000, coming from a variety of funding sources, including the federal Low-Income Housing Tax Credit Program, NH Housing loans, bank loans, the Federal Home Loan Bank of Boston Affordable Housing programs, the City of Portsmouth Capital Improvement Program, the NH Community Development Finance Authority, and the 34 local businesses that invested in state tax credits for the project.

PHA completed Ruth's Place on time and on budget, opening in 2022.



AWARD WINNING DESIGN AND CONSTRUCTION

PHA collaborates with a variety of local designers, engineers, and contractors for new construction and capital projects in our portfolio. Notable local firms that have played a role in PHA's achievements include CJ Architects, Placework Studios, Lassel Architects, Market Square Architects, Woodburn & Company, Eckman Construction, Haley Ward Engineers, TF Moran, Tighe & Bond Engineers, and others.

The recently completed Ruth Lewin Griffin Place, located in the heart of Portsmouth's downtown historic district, required meticulous attention to design to blend seamlessly with the urban landscape. Designed by CJ Architects and constructed by Eckman Construction, it has achieved LEED Gold Certification and received the Building of the Year award from the US Green Building Council NH Chapter, and the Merit Award for Excellence from Plan NH.

Ruth Lewin Griffin Place's highly energy efficient design and mechanical systems assure a healthy environment and significant cost savings for residents.



MERIT AWARD FOR EXCELLENCE



MIXED-FINANCE DEVELOPMENT EXPERTISE

PHA works with diverse financing partners on both new development and ongoing compliance measures for the life of our properties, including New Hampshire Housing's Multi-Family Division's **Low-Income Housing Tax Credit Program (LIHTC)**.

PHA partners with **tax credit investors**, including **Evernorth**, a regional non-profit **tax credit syndicator**, and the **Federal Home Loan Bank of Boston Affordable Housing Program**. PHA manages **Annual Contributions Contracts with the U.S. Department of Housing and Urban Development**, which provides operating and capital grant funding, administrative funds, and Housing Assistance Payments through PHA's Housing Choice Voucher Program.

PHA uses funding from the **N.H. Community Development Finance Authority Tax Credit Program (CDFA)**. When developing Ruth Lewin Griffin Place, PHA worked with the CDFa to receive an allocation of credits, which were subsequently purchased by 34 **local businesses** to support our project.

The **City of Portsmouth CDBG program**, which provides loans and grants for specific initiatives, and the City Planning Department, with their **Capital Improvement Program**, have both financially partnered on projects with PHA.

PHA is consistently seeking additional sources of development financing and recently applied to the federal **Community Projects Program**, specifically for Sherburne School.

PHA also controls an important allocation of **project-based vouchers**, which provide additional income to support more debt financing for new development programs. Only Housing Authorities like the PHA have direct access to these project-based vouchers.

PHA is also pursuing funding from the **N.H. Department of Energy Community Solar Program**, the **InvestNH** Program, **LCHIP**, and various other sources.

Housing projects funded by the LIHTC and other programs must meet various requirements after a new project is placed in service. This is why PHA employs our own tax credit compliance staff so we can manage audits, inspections, and tenant files locally to provide the best service to our residents and our regulators.

DEVELOPMENT TEAM

PHA COMMISSIONERS AND DIRECTORS

PHA's volunteer Commissioners and Directors are all residents of Portsmouth, with a breadth of experience in architecture, finance, construction, municipal governance, community development, and resident services. PHA Commissioners are appointed by the Mayor of Portsmouth for five-year terms, and appoint PHA Housing Development Ltd. Directors.

CRAIG WELCH, EXECUTIVE DIRECTOR

Craig is an 18-year resident of Portsmouth and has 25 years of private and public sector experience in affordable housing finance, development, and management, including the last 11 years as the Executive Director of PHA. In the private sector, Craig specialized in property acquisition and development of over \$100 million in senior housing projects throughout New England. Prior to joining PHA, Craig was Vice-President of Housing for the NH Community Loan Fund. He has served on the Federal Home Loan Bank of Boston Community Advisory Council, the Board of the Northern New England Real Estate Investment Trust, as Chair of the NH Land and Community Heritage Investment Program, and as the President of the New Hampshire Housing Authorities Corporation.

PETER ROCHE, DEVELOPMENT SYNERGIES

Peter provides real estate and business development advisory services to firms and institutions engaged in housing and community development nationwide. Peter specializes in complex development initiatives, including mixed-income and mixed-use developments, large-scale redevelopment projects, and community development strategies. Peter has more than 35 years of experience in housing and community development and has previously served as Director of Development at Maine Housing, Founding CEO of Maine and NH Housing Investment Funds, Founding Executive Director of NeighborWorks Southern NH, and Director of Commercial and Economic Development for the Neighborhood Reinvestment Corporation. In these capacities, Peter has served as a lender, investor, developer, and consultant to community development initiatives, representing more than \$1.5 billion in capital investments in more than fifty communities nationwide.

VALERIE LABRIE, CHIEF FINANCIAL OFFICER

Valerie has over 15 years of experience in affordable housing finance and development. She manages a \$19 million budget for PHA, comprising complex and highly regulated federal, state, local, and private sector grants and contracts across eleven different business divisions, with \$104 million in real estate assets. As part of the housing development team, Valerie provides all of the financial and asset management functions of new and existing mixed-financed affordable housing. Valerie was responsible for the financial management of the development, construction, and operations of the award-winning Ruth Lewin Griffin Place Workforce Housing project in Portsmouth. Valerie is tax credit certified and holds a Bachelor of Science in Accounting from Southern New Hampshire University.

MARK LENTZ, FACILITIES DIRECTOR

Holding the role of Facilities Director for Portsmouth Housing Authority and managing 13 facilities, Mark has been with PHA for four years and comes to us with 30 years of construction and project management experience. Mark also serves as the owner's representative for all new development, redevelopment, and capital projects. Mark has a degree in Drafting and Design as well as Machine and Tool Design.

ANDREA PICKET, DIRECTOR OF OUTREACH AND ENGAGEMENT

Andrea leverages her firsthand experience as a former resident of public housing to connect with the community and facilitate activities such as outreach, community engagement, education, and advocacy. These efforts are aimed at involving community members in helping the City achieve its affordable housing goals. Andrea's outreach efforts extend to securing new federal, state, and local sources of funding for new housing development and resident services, including to the local business community. Andrea has a Bachelor of Science Degree in Sociology with a focus on Public Policy, from SNHU.

MARKET SQUARE ARCHITECTS

Market Square brings a diverse housing sector background, including Market Rate Multi-Family, Affordable, Workforce, Senior Living, Student Housing, and adaptive reuse of historic properties. Market Square has forty professional staff and is headquartered in Portsmouth, NH.

TF MORAN ENGINEERS

TFMoran, Inc. is a regionally recognized multidisciplinary engineering, land surveying, and landscape architecture firm with over 50 years of continuous service to private and public clients. They have been responsible for many of the most prominent and most visible projects inside and outside of New Hampshire. Many of these projects involve hundreds of acres in size and hundreds of millions of dollars in value. Their staff of over 65 professionals are located in Bedford and Portsmouth, New Hampshire.

ECKMAN CONSTRUCTION

Eckman Construction has delivered construction management, design, build, and general contracting services to project partners across New Hampshire and beyond since 1974. Eckman has partnered on 60 multifamily housing projects, 43 of which are affordable housing, totaling 2,013 affordable units.

PHA TEAM

PHA locally employs 36 full-time and 3 part-time staff, and performs its own Property Management, Asset Management, Tax Credit Compliance, Maintenance, and Capital Projects Management in-house. PHA's Tax Credit Management Division has highly skilled professionals with all of the credentials and certifications that assure compliance with IRS, HUD, NH Housing, and investor requirements.

INVESTMENTS IN PORTSMOUTH'S RESIDENTS

A strong local partnership with PHA is not only the best way to invest in Portsmouth's housing infrastructure; it's also the best way to bring services and supports to improve the lives of people living in Portsmouth.



Unlike out-of-town developers, all of PHA's human and financial resources are invested back into the City.

In 2024, PHA will invest more than \$450,000 in Resident Services programs for PHA residents and other residents of the City. PHA budgets for Resident Services in all of its ten business divisions, and any excess cash earned as a result of our outstanding property management is invested back into our property portfolio and the Resident Services programs designed to improve outcomes for PHA residents and other residents in the City that benefit from our program.

Resident Service Coordinators play a crucial role in helping residents achieve their goals by connecting them to valuable services, bringing enrichment into the community, assisting with application processes, and providing referrals to community partners. Whether it's financial independence, higher education, or making lifestyle changes, they become an integral part of the community they serve, offering support to residents in many aspects of their lives. This program differentiates us from other property management and development organizations. By employing Resident Service Coordinators at each of our properties, we can better serve residents by providing prompt support when needed.

PROGRESS ON SHERBURNE SCHOOL TO DATE

In recent years, PHA has been a steadfast and reliable proponent of affordable housing development in Portsmouth, offering advocacy, policy reinforcement, and assessments of housing requirements in Portsmouth. These sustained endeavors have significantly influenced public perception regarding the importance of affordable housing within the City, prompting City leadership to prioritize the development of affordable housing.

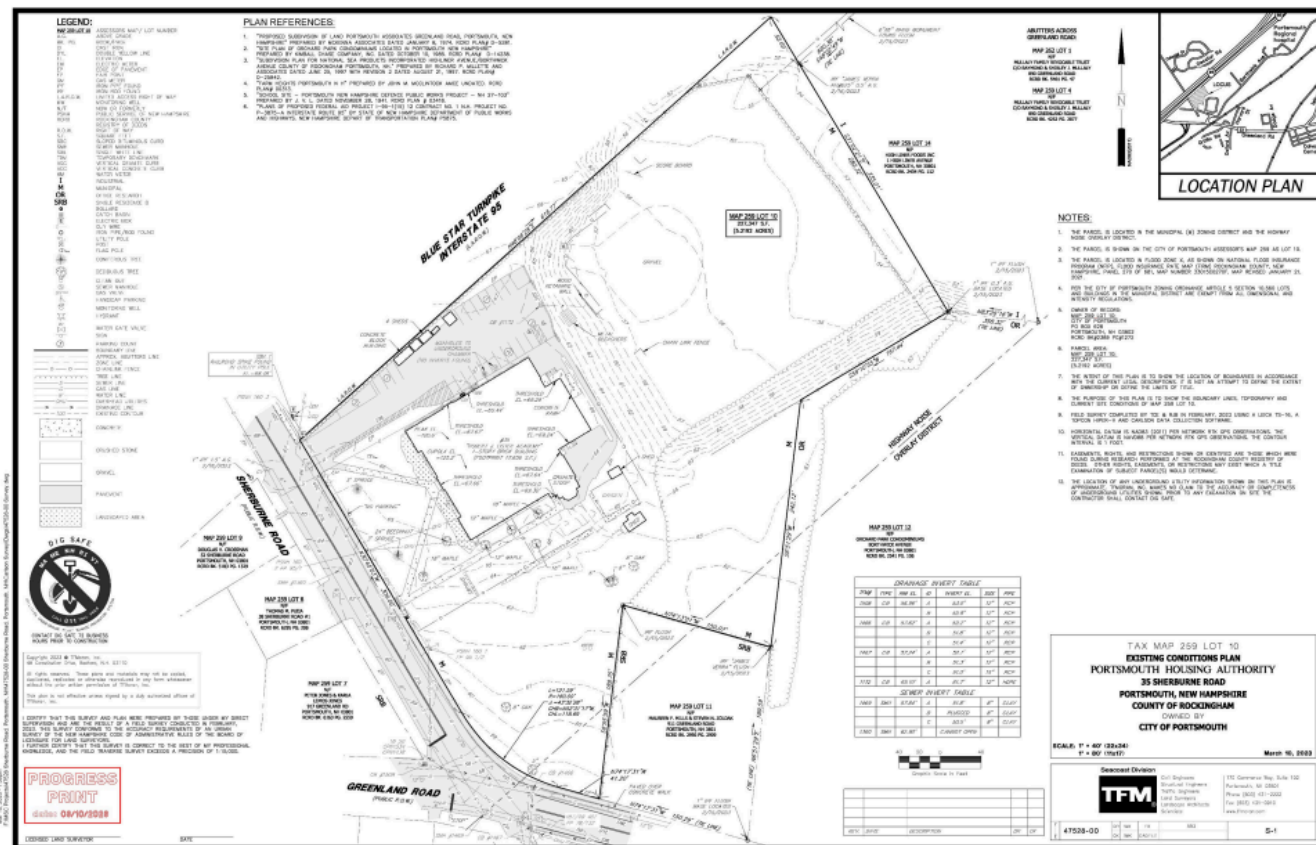
PHA's involvement in pivotal initiatives such as the 2016 City Housing Policy, the 2017 Portsmouth Study Circle on Housing, the 2024 Portsmouth Listens Study Circles, the 2025 Master Plan, the Portsmouth Housing Endowment Advisory Committee, the Land-Use Committee, as well as numerous public engagements, presentations, and collaborations with civic organizations, underscores PHA's unique role in the community as a reputable source of information, and as trusted collaborator in advancing the City's objective of augmenting the supply of affordable housing for Portsmouth residents.

In 2022, on behalf of the City, PHA initiated a thorough Housing Market Study, outlining specific policies and actions deserving attention. This study provided essential data that informed the housing objectives recently established by the Land Use Committee and City Council.



Moreover, beyond these enduring commitments, PHA dedicated two years and nearly \$100,000 to assessing the technical challenges and feasibility of constructing below market rate housing on the Sherburne School property. This thorough examination, conducted by PHA on behalf of the City without burdening Portsmouth taxpayers, will guide any future development on the property.

The research encompassed property surveys, environmental evaluations, traffic analyses, conceptual designs, engineering assessments, financial analyses and the publication of a Sherburne School Preliminary Report that was presented to the City Council in June 2023.



The time spent by PHA Commissioners, staff, and consultants, along with the money spent on due diligence activities and fundraising for the project, is clear evidence of PHA's capability and commitment to ensuring a successful project that the City and the local neighborhoods can embrace and be proud of.

