## RAD Presentation

Lafayette, LA

June 21, 2015

## Rental Assistance Demonstration

### **Public Housing Inventory**

- ~ 1.15 million units across 3,100+ PHAs; 16,000+/projects
- Capital repair needs in excess of \$25.6B across portfolio (\$23,365/unit)
- Section 9 funding platform unreliable (pro-rations, appropriation cuts), limited access to debt/equity capital (Declaration of Trust)
- Losing 10,000-15,000 hard units/year

#### RAD Stats Through 3/31/15

#### **RADOMETER**

Total construction activity leveraged (closed projects, 1st component)

\$810,406,353



#### **RAD 1st Component**

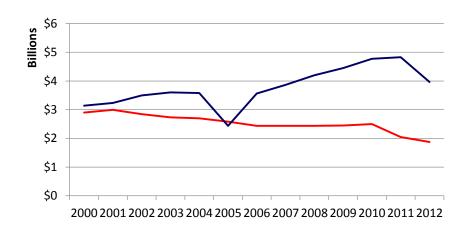
	Units	Projects
Statutory Cap	185,000	N/A
Active CHAPs	92,312	784
Multiphase/Portfolio Reser- vations	35,436	273
Closed Conversions	14,715	141
Applications Under Review	38,811	281
Total Reserved Authority	181,274	1,479
Authority Remaining*	3,726	N/A

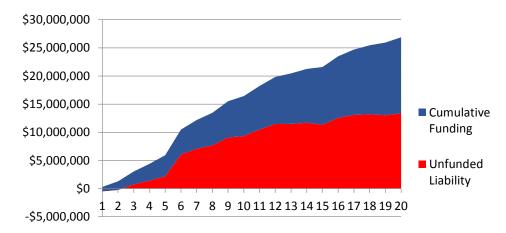
<sup>\*</sup> Excludes applications rejected and CHAPs revoked or withdrawn.

**RAD 2nd Component** 

	Units	Projects
Active Conversions	7,933	43
Closed Conversions	9,850	85

## Section 9 ACC-Based Funding



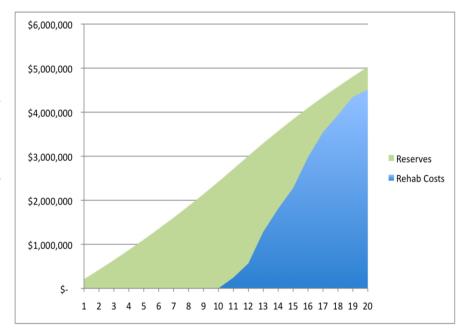


## Section 9 ACC-Based Funding?

• Why RAD? It provides an extended life and permits some redevelopment of public housing.

After Rehab, projects build reserves, to address capital needs of out-years. No HUD "Claw-Back"!

**Extended Life. Not Eternal Life.** 



## Efforts to Address

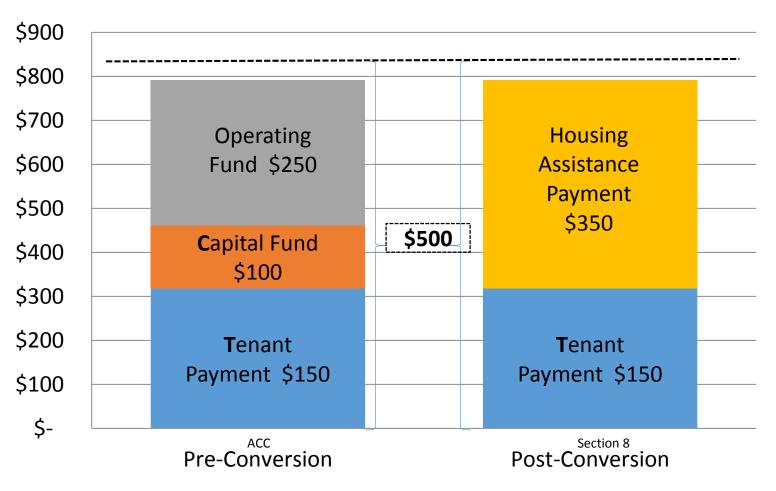
#### Over the years have tried....

- Capital Fund Financing Program (CFFP) but requires 3:1 collateralization of future Capital funds & static inventory controls
- Mixed Finance & HOPE 6 to tap private financing/Low Income Housing Tax Credits, but requires workaround to Declaration of Trust, limited ACC Operating Funds
- Section 18 Demolition/Disposition & Section 22 Voluntary Conversions to address DoT issues, but limited Operating Funds to convey
- Section 8 PBVs after Demolition/Disposition but limited by available Voucher funds; high bar for eligibility (57%+ of TDC)

#### ...but Section 9 funding has real constraints

#### Converting Rents from Section 9 to Section 8

# Sample Public Housing Conversion Per Unit Monthly (PUM)



At conversion, PHAs will convert funding to a Section 8 contract rent

### **Before RAD**



Properties are typically not funded at 100% in Public Housing



In Public Housing, PHAs cannot borrow money to perform necessary repairs



The funding fails to keep up with the deteriorating living conditions of residents



Residents cannot choose to move without losing housing assistance

### After RAD



Properties are placed on a more stable Section 8 funding platform



PHAs and owners can more easily borrow money and perform rehabilitation work



The living conditions of residents are improved



Residents may receive a tenantbased voucher, or similar assistance, and move after 1 year in PBV and 2 years in PBRA

## Project Based Rental Assistance (PBRA) versus Project Based Voucher (PBV)



# Rental Assistance Demonstration

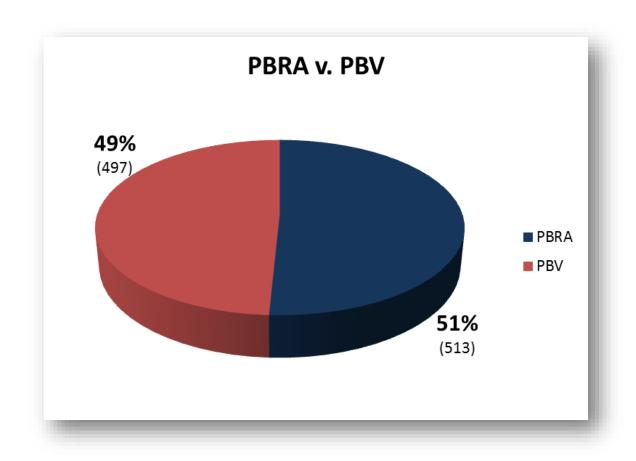
**GUIDE TO CHOOSING BETWEEN** 

PROJECT-BASED VOUCHERS (PBVs) AND

PROJECT-BASED RENTAL ASSISTANCE (PBRA)

FOR PUBLIC HOUSING CONVERSIONS

### Section 8 Conversion Choices By Project



# Operating Costs Adjustment Factor (OCAF)

RAD versus no RAD in PH

To the Vereue he	
\$350 HAP Contract x 100 units = \$35,000	PH 2012 PH 2013
\$35,000 x 12 months = \$420,000	Op Sub \$250 \$220
	Cap Fund \$100 \$95
\$420,000x 2.0 OCAF = \$428,400	TP \$150 TP = \$150
\$428,400x 2.0 OCAF = \$436,968	Total= \$500 \$465
\$436,968x 2.0 OCAF = \$445,707	
\$445,707x 2.0 OCAF = \$454,621	\$315x100 units = \$31,500 x 12 = \$378,000
\$454,621x 2.0 OCAF = \$463,713	\$378,000
	\$378,000
	\$378,000
	\$378,000
Total HAP Funding 5 years =	Total PH Cap and OP Funding to property 5 Years =
\$2,229,409	\$1,890,000

## OCAF Impact on Capital Funding long-term

#### **Look at Capital Funding**

Pub	lic	Housing

Typic	al Annual		
ре	er Unit	Total Units	Extension
\$	1,500	100	\$ 150,000
10-ye	ear funding o	cut based on pa	st 10 years \$ (36,000)
Level	of funding a	after 10 years	\$ 114,000

#### RAD

Typica	l Annual		
	Unit	Total Units	Extension
\$	1,500	100	\$ 150,000
OCAF y	ear over y	vear .	2%
	2%		1.22
Level o	f funding a	after 10 years	\$ 182,849
			77
RAD C	ompared	to Section 9	160%

## Sources of Funds

Total Average Sources/Unit: \$93,754\*

#### % of Total Uses

• Debt: 30%

• Equity: 37%

• PHA: 4%

• Other: 29%

<sup>\*</sup> From preliminary RAD evaluation data across ~37,000 units reviewed to date

## Proposed Capital Improvements

### **Proposed Capital Improvements (Hard Costs)\***

• Total: ~ \$2 billion

• *Per Unit:* ~ \$53,857 (Note: This is with high number of 9% projects)

#### **Capital Improvements Per Unit by Size of PHA**

• Large: ~ \$67,240/unit

• Medium: ~ \$40,487/unit

• Small: ~ \$51,710/unit

<sup>\*</sup> From preliminary RAD evaluation data across ~37,000 units reviewed to date

## Level of Interest in RAD & Benchmarks

#### **Project Awards to Date by Type of HUD Program**

- RAD (over ~1.5 years): 1,381 Projects (176,000+ units)
- HOPE VI (20+ years): 262 awards (resulted in 56,800 deep subsidy Units; 107,800 total units, replacing 96,200 units demolished)
- Choice Neighborhoods (over ~4 years): 12 total; 9
   PHAs
- CFFP (over ~14 years): 300,000+ units (project level data not available)

## Indicated Leverage & Benchmarks

#### **Ratio of Non-HUD Sources to**

Existing HUD Sources = 21:1\*

• Non-HUD Sources: \$3.1 billion

• Existing HUD Sources: \$147 million

#### **Leverage Comparison to other HUD Programs**

- CFFP < 1:1
- HOPE VI < 2:1
- Choice Neighborhoods ~ 8:1

<sup>\*</sup> From preliminary RAD evaluation data across ~37,000 units reviewed to date

## Projects Closed & Benchmarks

## Total Projects Closed as of March 31, 2015

(2+ years from initial application approval)

- 141 projects
- 14,715 units

# **Closing Timeline Compared to Other HUD Projects**

- CFFP: 20 projects closed in last 3 years
- HOPE VI: data not available
- Choice Neighborhoods: data not available

## How PHAs are Using

#### **Indicated PHA Objectives**

- Modernize aging family & elderly properties
- Sub rehab of deteriorated properties
- Thin densities/mix incomes via project-based vouchers and transfer authority
- Demolish/replace severely distressed or obsolete properties
- Portfolio streamlining
- Establishing replacement reserves

## Financing Options

- PHA Only
- Debt Only
- Tax Credit
  - 4%/Bond/LP
  - 9%

# Case Study PHA using PHA Funds Preservation Project

- Review PHA with 304 units with RAD Needs (financed with only PHA Funds)
  - Show 20 years needs (1<sup>st</sup> year rehab)
  - IDRR and ARR
  - Pro forma

#### 8. Proposed Financing Template

Complete the following chart for each source of funding (duplicate the chart as necessary for each source) and upload it to the RAD Resource Desk:

SOURCE:	Auburn Capital Funds
AMOUNT:	\$688,723
REPAYMENT TERMS:	N/A
INTEREST RATE:	N/A
AMORTIZATION PERIOD:	N/A
MATURITY:	N/A
PREPAYMENT RESTRICTIONS:	N/A
PAY-IN SCHEDULE:	At RAD approval
CONDITIONS TO CLOSING:	(list each condition; be specific)
IMPEDIMENTS TO CLOSING:	None
MILESTONES (DATES) TO CLOSING:	Need to update the final amount with accountant in October to include all access Capital Funds
ESTIMATED CLOSING DATE:	November 2014
LIEN POSITION:	FIRST SUBORDINATE
FIRST MORTGAGE LENDER CONSENT TO USE AGREEMENT AND ACKNOWLEDGEMENT THAT FIRST MORTGAGE WILL BE SUBJECT TO THE RAD USE AGREEMENT:	YES (UPLOADED) _xx N/A

General Assumptions and Info	rmation	Sources and U	ses
Item	Assumption		
General Assumptions		Sources	
		First Mortgage	
Number of Units	304	LIHTC Equity	
Annual Replacement Reserve Funding/unit	\$ 985	PH Reserves	3,798,65
Replacement Reserve Inflation	-0.25%	Capital Funds	688,72
Permanent Financing		RHF	94,25
		Deferred Fee	
DSCR Required	1.20		
Permanent Loan Rate	0.000%	Total Sources	4,581,63
Amortization on Perm Loan (years)	20		
First Mortgage Amount		Uses	2,860,50
Calculated Monthly Perm Loan Payment	s -		
Permanent Loan Start Date		Excess	1,721,13
		Annual Credits	
		1st Mortgage/unit	
		Cash Flow (1-20)	4,971,58
		Deferred Fee paid?	YES
		Year 20 DSCR	
		Feesible	YES

		Development 8
	Dev Cost/Unit	Total Cost
Land	-	-
Building Acq	-	-
Hard Cost		53,330
Prof, Misc, Relo		39,330
Interim		
Legal		
Finance		
Floor Reserves	-	•
R4R (First Year)	757	230,200
IDRR	634	2,506,500
Dev Fee	329	100,000
	9,636	2,929,360

Expense	Adjustment		
·	of Operation		
	Year		Budget
Revenues			
Gross Potential Rent	\$ 6,3	374 \$	1,937,592
Less Non-Revenue Unit Rent		-	-
Other Income	1	.27	38,752
Less Vacancy	(4	155)	(138,344)
Gross Effective Income	6,0	046	1,838,000
Operating Expenses			
Management Fees	4	177	145,000
Administrative	1,4	178	449,217
Asset Management Fee		-	-
Tenant Services			19,435
Utilities	5	522	158,719
Operating and Maintenance	9	)17	278,617
Protective Services		-	-
Real Estate Taxes		44	13,523
Property Insurance	2	215	65,273
Liability Insurance		45	13,532
Other General Expenses	5	331	161,278
Total Operating Expenses	4.2	291	1,304,594
Replacement Reserve		985	299,440
Total On archine Functions and December	F 2	7.7.	1.604.024
Total Operating Expenses and Reserves	5,2	276	1,604,034
Net Operating Income	7	770	233,966
Free Cash Flow	\$ 7	770 \$	233,966
Replacement Reserve Analysis			
	PC	CNA	Actual
Inflated Annual PCA Needs	\$ 7,345,	265 \$	7,345,265
Beginning Balance	2,506,	500	2,506,500
Annual Deposit	5,880,		5,848,670
Balance After R4R Deposits	8,386,		8,355,170
Withdrawals	(7,345,	265)	(7,345,265)
Interest Income	395,3		450,190
Ending Balance	\$ 1,437,		1,460,095

# Case Study PHA using Debt and PHA Funds Preservation Project

- Review Small Size PHA 158 Units with RAD Needs
  - Show 20 years needs (1st year rehab)
  - IDRR and ARR
  - Pro forma





#### U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

December 10, 2013

Angela Cole Executive Director Housing Authority of Leeds 1630 Moores Street Leeds. AL 35094

Dear Ms. Cole:

Thank you for your application under the Rental Assistance Demonstration (RAD) for the conversion of assistance of 158 units at the following PIC Development AL069000001, LYLE WOODS APTS.

We are pleased to approve your request for conversion as described in the application, subject to the conditions below.

This award letter serves as the Department's Commitment to Enter into a Housing Assistance Payments (CHAP) for the above-referenced project, provided the Owner meets all the requirements contained in PIH Notice 2012-32, Revision 1 ("Notice"), including all "CHAP Milestones" identified in section 1.12 of the Notice as applicable, and attached herein.

This award is issued pursuant to the Consolidated and Further Continuing Appropriations Act, 2012, Pub. L. No. 112-55, approved November 18, 2011; section 8 of the United States Housing Act of 1937 (Act), 42 U.S.C. 1437 et seq.; and the Department Housing and Urban Development Act, 42 U.S.C. 3531 et seq. The purpose of this award is to begin the process of effectuating the conversion of Public Housing to a form of project-based

#### **EXHIBIT A**

### IDENTIFICATION OF UNITS ("CONTRACT UNITS") BY SIZE AND APPLICABLE CONTRACT RENTS

The Contract Rents below for the subject project were determined in accordance with PIH Notice 2012-32, REV-1 based on Fiscal Year 2012 Federal Appropriations and assumptions regarding applicable rent caps. The final RAD contracts rents, which will be reflected in the RAD HAP contract, will be based on Fiscal Year 2012 Federal Appropriations, as well as applicable program rent caps and Operating Cost Adjustment Factors (OCAFs), and, as such, may change.

#### Existing PIC Development Number: AL069000001

Number of	Number of	Contract Rent	Utility Allowance	Gross Rent
Contract Units	Bedrooms			
4	0	\$352	<b>\$</b> 69	\$421
35	1	\$392	\$69	\$461
48	2	\$437	\$119	\$556
60	3	\$554	\$153	\$707
11	4	\$570	\$293	\$863

Please note that this rent schedule includes the 2014 OCAF adjustment that the PHA is eligible for, and will be confirmed during the Financing Plan review.

## Pro forma Summary

Sources & Uses	
Sources	
First Mortgage	\$ 2,013,00
PHA FUNDS	287,26
CAP FUNDS	216,20
Cap Funds	
Total Sources	\$ 2,516,46
Uses	
Land	\$ 385,00
Rehabilitation	1,256,46
Proffessional, Relocation, Misc.	158,00
Interim	197,50
Legal Page 1	34,30
Finance CIUC	79,00
Operating Deficit Reserve	356,00
Replacement Reserve	180,00
Development and Consulting Fees	25,00
	\$ 2,671,26
Other Considerations	
Cash Flow through Year 18	\$ 1,099,68
Net Replacement Reserves at Year 18	\$ 1,493,95
Debt at Year 18	\$ 348,57
DSCR at Year 18	1.2

#### 8. Proposed Financing Template

Complete the following chart for each source of funding (duplicate the chaeach source) and upload it to the RAD Resource Desk:

SOURCE:	ServisFirst Bank Mortgage			
AMOUNT:	\$2,013,000			
REPAYMENT TERMS:	Monthly payments of principal interest based on a 20 year amortization			
INTEREST RATE:	7%			
AMORTIZATION PERIOD:	20 years			
MATURITY:	18 years			
PREPAYMENT RESTRICTIONS:	None			
PAY-IN SCHEDULE:	At RAD approval			
CONDITIONS TO CLOSING:	First priority mortgage lien on the Property, and a first priority security interest in, or collateral assignment of, as applicable to all fixtures and equipment owned by the borrower, leases, and/or rents			
	Collateral Pledge on all deposit accounts			
	Operating Deficit Reserve Account required to hold 3 months OR and 3 months debt service reserve			
IMPEDIMENTS TO CLOSING:	None			
MILESTONES (DATES) TO CLOSING:	n/a			
ESTIMATED CLOSING DATE:	June 2015			
LIEN POSITION:	x_ FIRST SUBORDINATE			
FIRST MORTGAGE LENDER CONSENT TO USE AGREEMENT AND ACKNOWLEDGEMENT THAT FIRST	_x YES (UPLOADED) N/A			

# Case Study PHA using 4% Major Rehabilitation Project

- Review Small Size PHA 194 units with high RAD Needs
  - Show 20 years needs (1st year rehab)
  - IDRR and ARR
  - Pro forma

Sources			
First Mortgage - Conventional	2,600,000		
Second Mortgage -Seller Take Back	6,176,000		
LHC Loan; PHA Funds, 40% of Developer Fee to be Deferred	3,919,160		
Total Sources From Debt			12,695,160
Owner Contribution/Deferred Development Fee		Cash Shortfall	12,651
Sub Total - Sources for Gap Calculation			12,707,811
Tax Credit - Equity Contribution			4,281,349
TOTAL SOURCES			16,989,160

Other Sources of Funds	
LHC HOME	1,500,000
PHA Funds	1,670,000
40% of Developer Fee	749,160
	3,919,160

## Typical 4% or 9% Pro forma Uses

- Land
- Buildings
  - Construction Costs (Hard and Contingency 10%)
  - General Requirements at 6%
- Fees (architect, builders, engineering)
- Financing Fees and Charges
- Legal/Organizational
- Other Fees (HFA, Relocation)
- Project Reserves
- Developer fees
- Syndication Fees

# PHAs should review Cost Benefit Analysis

	COST BENEFIT ANA	LYSIS			
	158/debt	158/4%	206/debt	206/4%	
Per Unit Hard Cost	13,000	25,000	12,000	25,000	
Gross Potential Income First Mortgage Amount	\$ 887,220 3,120,200	\$ 887,220 2,131,600		\$1,187,700 4,071,900	
Developer Fee to PHA	150,000	530,400	150,000	665,600.0	
Administrative Fee	154,000	113,000	201,000	140,000	
Management Fee	-	51,523	72,095	69,053	
CASH FLOW	\$ 40,955	\$ 55,895	\$ 76,948	\$ 53,446	First yr c

## What Are We Seeing So Far?

# Meeting a Range of Capital & Financing Needs

- Demand: ~ 15% of PH stock; 3:1 relative to supply; small-to-large PHAs across regions—including Moving to Work agencies
- Leverage: hard costs ~ \$54,000 per unit, 21:1 non-HUD to HUD sources—tapping standard & under-utilized affordable sources
- Under-Utilized Resources: stronger than anticipated take up of FHA insurance, 4% LIHTCs/TE bonds
- Capital Needs: doubling average capital needs (\$23,365 per unit) & creatively addressing some higher sub rehab & new construction
- Elasticity: stretching "current-allocations"/Fair Market Rent initial projections beyond 40% of markets?
- Playing Field: able to access what all other community-based affordable developers and owners can access

## RAD's Potential?

# What 1,000 Projects/180,000 Units Can Do for \$25+ Billion Capital Backlog

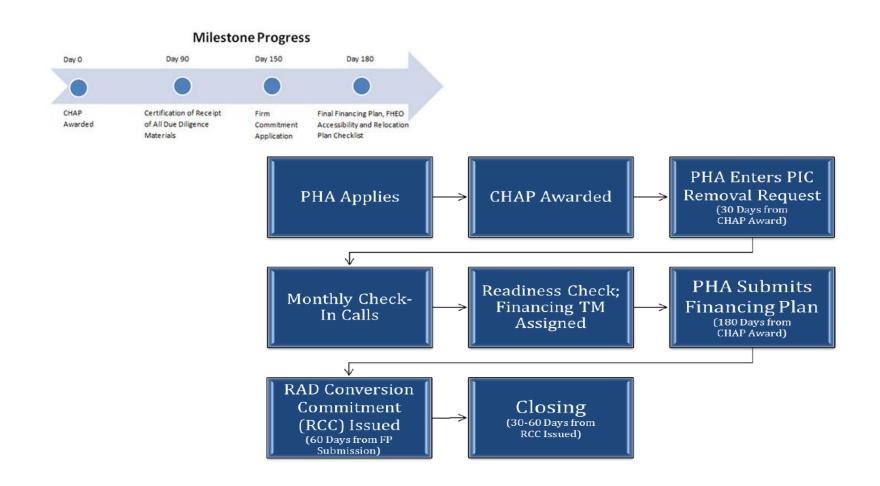
- Generate at least \$6 billion in hard costs
- Create an estimated nearly 119,000 jobs—or approximately 20 jobs for every \$1 million in construction
- Provide fees, income streams, net proceeds to PHAs from development, property management, land-leases, seller-take back & subordinate financing activities/structures

\*Based on 37,000 units reviewed to date, projected total leverage ~\$9.7 billion.

# Part 2 Getting to the Finish Line

- Review Steps Dependent on Financing
- Team
- Tracking Milestones for HUD and Internal
- Managing 3<sup>rd</sup> Party Reports

## RAD Process: Ever Changing



# RAD Process: What is needed for submission? Collect documents now.

RAD PCA
Decision to go PBRA or PBV
GIN Relocation Notice
PIC Removal
Significant Amendment to PHA Plan
Survey(s)
RR/RC Vendor Approval from HUD
Rent Reasonableness/Comparability
Title Commitment
Phase I Environmental
Part 50 or 58
LBP Testing
Asbestos Testing
Lender Letter
Development Team Capacity Narrative
PBV vs. PBRA letter from PHA
Market Study (normally n/a)
Third party HQS Inspector Approval from HUD
Rent Reasonableness provider approved by HUD
Relocation Plan
FHEO Checklist
Firm Commitment Certification
PILOT Letter from Attorney
Scope of Work Narrative
Pro Forma
Sources and Uses Form
Proposed Financing Form
Rehab & Construction Narrative

## Financing Plan – 180 Days



U. S. Department of Housing and Urban Development

Rental Assistance Demonstration (RAD) Program

#### FINANCING PLAN GUIDE

Note: This document serves as a guide for completing the 180-Day Milestone.

#### TABLE OF CONTENTS

ITEM	DESCRIPTION
1	Type of Conversion
2	Physical Condition Assessment (PCA)
3	Scope of Work
4	Completed Environmental Review
5	Accessibility & Relocation Plan Checklist
6	Development Budget
7	Development Team
8	Proposed Financing
9	Operating Pro Forma
10	Market Study
11	Rehabilitation/ Construction Management
12	Milestone Complete Certification (template)

## Financing Plan Submission

- PIC Removal Request
- Annual PHA Amendment
- Choice of PBV or PBRA
- Accessibility and Relocation Checklist
- Site and Neighborhood Standards (if applicable)
- Rent Reasonableness (if PBV), or Rent Comparability Study (if requesting greater than 20% of FMR in PBRA)
- RPCA
- Environmental Report (if part 50), including Phase I or Environmental Screen where applicable; request for Release of Funds, form 7015.16 or exemption letter from Responsible Entity (if PBV)
- · Development Team/Development Team capacity
- PILOT Letter
- Scope of Work
- · Pro-Forma
- Development Budget (Sources/Uses)
- · Financing Commitments
- Market Study (in some cases)
- Letter of agreement to operate PBVs (if using alternate agency to administer vouchers)

## Closing

- Surveys or Title Commitments, where instructed
- Copy of Declaration of Trust

## Timelines

- RAD Needs Assessment (Start before CHAP or as soon as you have CHAP)
  - Procurement (PHA Policies)
  - Onsite assessment utility data
  - Draft Report
  - Massage the numbers/discuss owner desires
  - Final Report
- Environmental Review (Start as soon as you have CHAP)
  - Part 58
  - Part 50
- Legal
  - Title work
  - Pilot Opinion Letter
  - DOT release
  - Decision on how to transfer property and entity to transfer if not tax credit
- Relocation Specialist as needed
- Admin Plan changes if needed
- House Rules if needed
- Computer system Upgrades if needed

## Timelines

- Survey
- Appraisal if needed/when needed
- Market Study
- Rent Reasonableness/Rent Comps
- If PBV HUD Approvals needed
  - RROF
  - Rent Study/HQs
- Lender Letters (shopping project takes more time)
- Equity Commitments (Look at terms sometimes more \$ doesn't = better funding)
- Pro forma for 20 years feasibility
- Tax Credits an additional set of timelines
- Team members

# Barriers to closing • Relocation Plan/ GIN Letter on relocation as of July

- 2015
- PIC issues, Real Property
- Part 58 for PBV or RAD PBV- Part 50 for PBRA
- Rent Reasonableness/HQS Third Party approval
- Declaration of Trust/legal description/survey
- RAD PNA
- Procurement issues
- Age of residents
- Over income
- Right size units/family
- Debt (CFFP or Capital Fund Finance/Bonds) needs coordination
- Field office Cap Fund Budget approval RAD line items
- Non displacement of residents

## HUD.gov/RAD





## Rental Assistance Demonstration Resource Desk

U.S. Department of Housing and Urban Development

Secretary Julián Castro

HUD-RAD HOME RAD RD HOME CONTACT RAD RD LOGIN

#### **RAD Database**

- · Search Database
- Ask a Question
- · Frequently Asked Questions

#### **Additional Resources**

- Webportal for Awardees
- · About the Desk
- Webinars
- Fast Track
- RAD Capital Marketplace
- Contracts & Closing Documents
- Quick Reference Guide for Projects Converting to Project-Based Voucher Assistance (PBV)(1.9.15)
- Quick Reference Guide to Multifamily Housing Requirements (PBRA)(2.18.14)
- RAD Notice PIH 2012-32 REV-1 (Technical Correction)(2.6.14)
- RAD Physical Condition Assessment (PCA) Tool (Save to your computer and enable macros. Get instructions here.)
- · RAD Physical Condition Assessment Exhibit Environment Restrictions Checklist
- · RAD Physical Condition Assessment Exhibit Summary of HUD's Responsibility Laws
- RAD Physical Condition Assessment Statement of Work(Dec 2013)
- RAD Program Update (February 28, 2014)
- RAD Program Update RAD Network Event Slides(6.4.14)
- Relocation Requirements July 25, 2014 Webinar Slides
- Relocation Requirements Under RAD (Notice H 2014-09; PIH 2014-17)







