



NSP3 High Performers Roundtable Webinar

January 28th, 2014



Community Planning and Development

Panelists and Host

- **Panelists**

- Moderator: Phillip Bush - Enterprise Community Partners
- JoAnna Guillen - El Paso Collaborative
- Claire Mannato - Adams County, Colorado
- Lois Colson – New Orleans Redevelopment Authority
- Kim Stands – Columbus, Ohio

- **Host**

- Kent Buhl - KB Consulting, kentbuhl@gmail.com



Getting Across the Finish Line

4 NSP grantees that have been there and done it:

- Extra steps they took to meet the deadline
- Obstacles they overcame
- What you can do to meet your deadline



El Paso Collaborative for Community and Economic Development

JoAnna Guillen

NSP Administrator - El Paso Collaborative for Community & Economic Development (EPC)

- 4 Member Consortium
- \$10.1MM in NSP2 Competitive Funding, \$7.3MM in PI
- Primarily single-family acq-rehab with homebuyer assistance
- Shifting real estate market



Regular Conversations & Clear Milestones

- Standing quarterly consortium meetings
- One-on-One meetings with consortium members
- Email updates on expenditures, unit status and items of concern
- Weekly internal meetings and tracking



Stepping in to Support Partners

- Identifying and communicating capacity gaps
- Taking on greater responsibility in the development process
- Maintaining a positive working relationship
- Meetings with consortium member boards as necessary



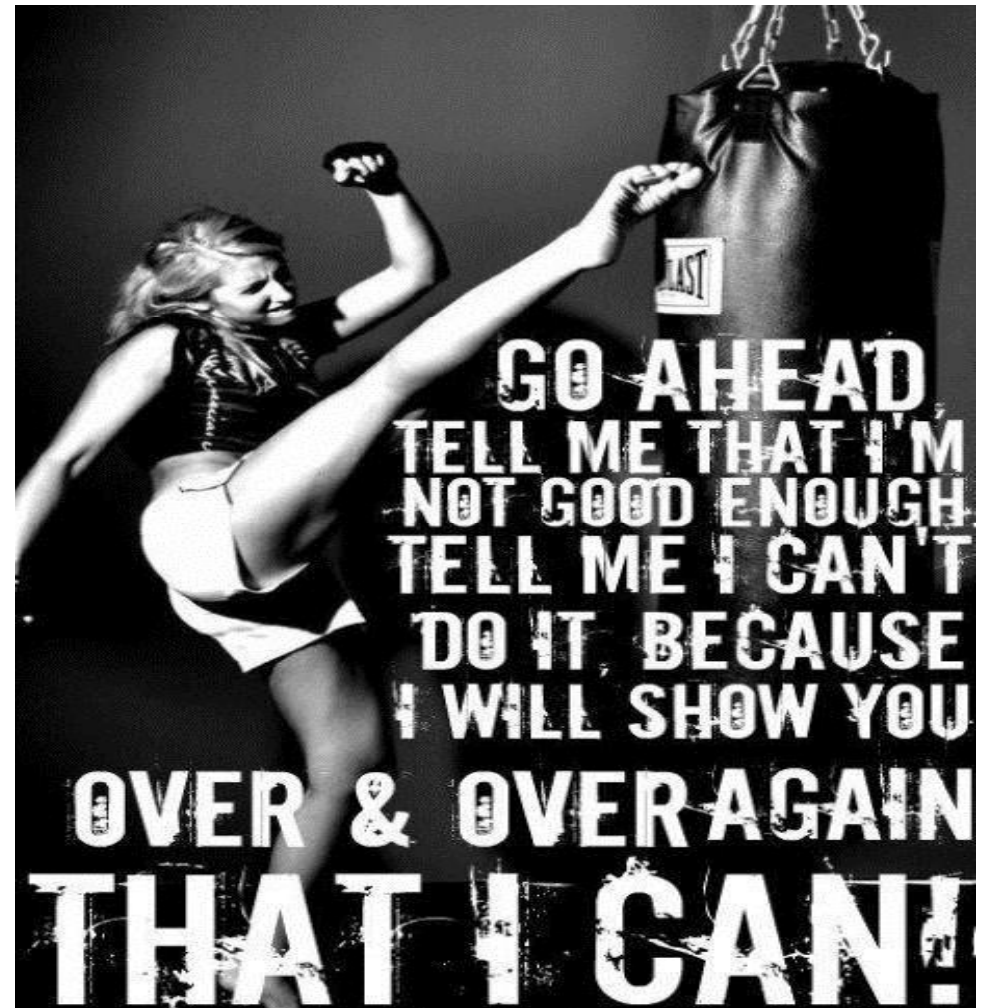
Simplifying the Development Process

- Standardized closing process
- 100% development financing
- Simple homebuyer assistance calculation
- Property status tracking system



EPC's Success

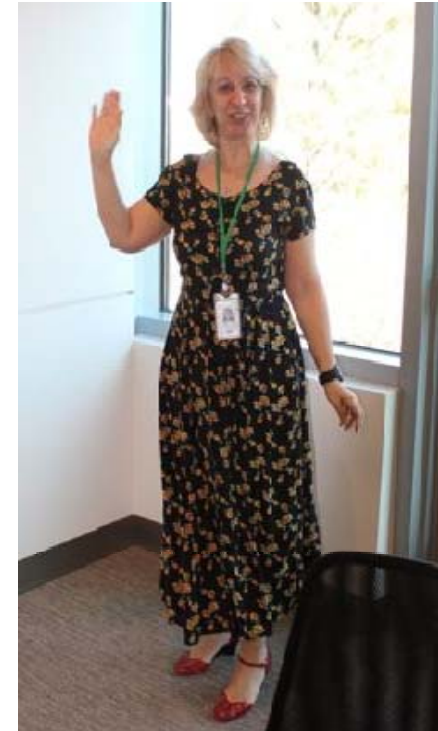
- 133 houses acquired
- Permanent affordable housing for 124 households
- \$7,100,000 in program income generated
- A program that stands the test of time
- Helping City of El Paso



Adams County, Colorado

Claire Mannato

Administrator: Community
& Neighborhood Resources,
Adams County



- NSP 1 & 3 Grantee
- \$7.1MM in NSP1, 2.5MM NSP3 & \$3MM in PI
- Single-family acq-rehab, homebuyer assistance and small multi-family development



Making NSP Work

Launching our NSP program required:

- Flexibility
- Communication
- Consistency



Streamlining the Payment Process

Obstacle: payment process was too cumbersome to implement timely.

Solution:

- Online drop box to coordinate process
- Reduce the layers of internal review
- Simplify required documentation
- Provide checklists for the sub-grantee
- Write out the entire process



Internal Coordination for Closing

Obstacle: Actions by multiple departments were necessary to close on a house

Solution:

- Create standard closing documents
- Notify other departments as early as possible
- Develop relationships with third party vendors



Working Through Stalled Projects

Obstacle: Single-family re-development stalled because of change in local zoning requirements

Solution:

- Pull in additional funding
- Work with the sub-grantee to get through the zoning process
- Adjust the development plan to a duplex



NSP Impact in Adams County

- Program Income \$3MM
- Targeted specific communities with NSP-3
- Better tracking in DRGR

Before



After



New Orleans Redevelopment Authority

Lois Colson-Casey

*Program Manager, New Orleans
Redevelopment Authority*



- 14 Member Consortium
- \$29.7MM in NSP2 Competitive Funding,
\$4.6MM in PI
- All eligible NSP Activities, except Acquisition and
Financial Mechanisms



Pre-Purchasing Materials

- Sub-grantee interested in purchasing building materials for houses not yet under construction (SIPS panels, solar panels, lumber)
- Set policies to minimize cost and risk:
 - Sub-grantee responsible for security and storage
 - Clear invoice documentation requirement
 - Additional costs for storage not eligible from NSP2
 - Only allowed purchases for approved houses



Back-up Expenditure Plans

We had multiple projects that fell behind schedule. To make sure we met the expenditure deadline we:

- Increased the NSP funding drawn during construction, generating program income
- Re-allocated program income to sub-grantees who met expenditure deadlines
- Allowed successful sub-grantees to build more units at a time



Communicating the Deadline

To help everyone understand the importance of the expenditure deadline:

- Project managers met with sub-grantees about deadlines regularly
- NORA's Executive Team met with sub-grantees who fell behind
- Emphasized the consortium was in it together: "If one sub-grantee falls short others must pick up the slack or we ALL fail'
- Notified City Council of the status of each developer publically



Billing All Administrative Costs

To make sure all staff time was reported into DRGR by the deadline:

- The accounting department pulled all time sheets and calculated the expenditure manually.
- The cost for the staff time was not drawn down until the books for that month were closed and the accounts reconciled, about a month later.



NSP Impact in New Orleans

460 housing units built, and more coming on line every day!



City of Columbus, Ohio

- Kim Stands
Assistant Housing Administrator
- NSP 1 \$22.8MM
- NSP 2 \$23MM
- NSP3 - \$4.8M
- A range of NSP activities



Worked with Established Partners

- Contacted and entered into agreement with two nonprofit developers with whom we had worked in NSP1, 2 and 3.
 - Community Development for All People
 - Franklinton Development Association
- Good track records for timeliness, quality work
- Already owned property, therefore could move quickly to construction



Replaced Struggling Partners

- Re-allocated NSP3 funds from a non-performing developer to a proven non-profit developer – Habitat Mid-Ohio to work in the same NSP3 eligible area



Questions?



NSP Webinar Resource Links

Resources on NSP and OneCPD Resource Exchanges

| | |
|---|---|
| Search the OneCPD Resource Library | https://onecpd.info/resource-library |
| Search the NSP FAQs | https://onecpd.info/nsp/faqs/ |
| View All Training Materials | https://onecpd.info/training-events/courses |
| Submit a Policy Question via OneCPD Ask A Question | https://onecpd.info/ask-a-question |
| Request NSP Technical Assistance | https://onecpd.info/technical-assistance |

Connect with NSP

| | |
|----------------------------------|---|
| Join the OneCPD Mailing List | https://onecpd.info/maillinglist |
| Visit the NSP Flickr Gallery | http://flickr.com/photos/nspresourceexchange |
| Visit the OneCPD YouTube Channel | http://youtube.com/onecpd |

