

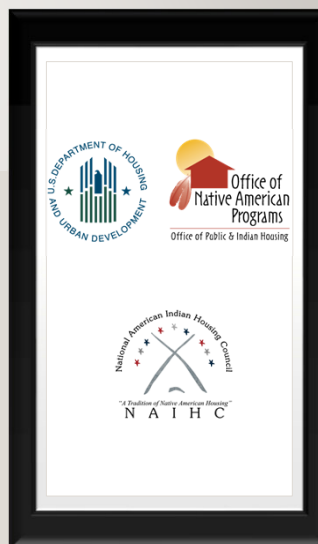
STRUCTURING RENTS

September 14-15, 2021

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STRUCTURING RENTS

This training is offered by the U.S. Department of Housing and Urban Development (HUD) and the Office of Native American Programs (ONAP) under a cooperative agreement with the National American Indian Housing Council (NAIHC).



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STRUCTURING RENTS

NAHASDA provides the Recipient significant flexibility in how it designs its rental programs, in terms of the type of housing (single or multifamily, cooperative or condominiums), who it serves (families, the elderly, special needs), and how it is financed and developed. These choices allow recipients to tailor their rental programs to local needs and conditions.

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WELCOME

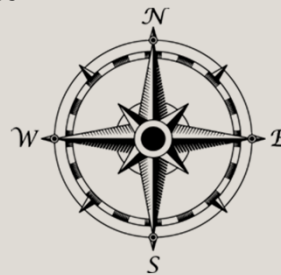
Day I

4

INSTRUCTOR

William Guevara

William Guevara Consulting Services



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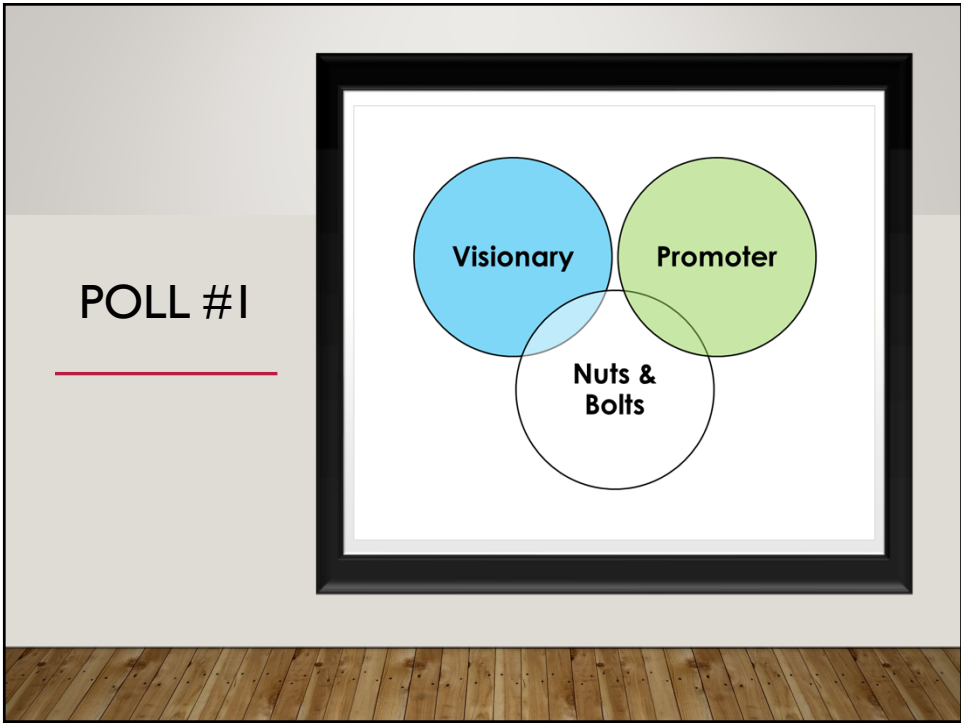
William (Bill) Guevara was formerly the Executive Director of two Tribal Housing Authorities and one Tribal Housing department. In addition, he was the former Director of Training and Technical Assistance for First Nations Oweesta Corporation and managed the following programs; Native Community Development Financial Institution (CDFI) Development, Native Credit Union Development, Financial Education and Asset Building, Native Entrepreneurship Development, and managed consultants. He has 20 years of experience working in Native American communities throughout the United States including Alaska and Hawaii. Previously he was an NMLS endorsed home loan originator and certified HUD Section 184 Native home loan originator

Bill is a consultant that delivers training and technical assistance to many native communities. Also, he is the broker/owner of an active real estate company, a licensed general contractor, and serves on the board of a Native Community Development Financial Institution (CDFI).

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ARE YOU PRIMARILY A VISIONARY, PROMOTER, OR NUTS & BOLTS PERSON?

1. **VISIONARY**- a visionary is someone with a strong vision of the future.
2. **PROMOTER**- a person that promotes, furthers, or encourages the vision.
3. **NUTS AND BOLTS**- a person who refers to the detailed practical aspects of the vision rather than the abstract ideas about vision.

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WHAT IS YOUR POSITION?

1. Executive Director of a TDHE
2. Director of Housing Department
3. Housing Manager
4. Housing Coordinator, Specialist, Officer, Assistant or other
5. Council member/BOC member
6. CEO, Administrator, or another Department Director
7. Consultant
8. Representative of HUD or other Government Agency
9. Representative of a Non-Profit

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HOW MANY YEARS OF EXPERIENCE?

- | | |
|--------------|----------------|
| 1. 0-1 year | 5. 7-10 years |
| 2. 1-2 years | 6. 10-15 years |
| 3. 2-4 years | 7. 15-20 years |
| 4. 4-7 years | 8. 20-30 years |
| | 9. 30-40 years |

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POLL #4



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WHICH REGION ARE YOU IN?

1. Alaska
2. Northwest
3. Southwest
4. Northern Plains
5. Southern Plains
6. Eastern/Woodlands
7. Hawaii

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COURSE OBJECTIVES

- Why rental housing may be an important consideration in providing housing as opposed to focusing on homeownership.
- The importance of considering feasibility by increasing revenues and reducing operating costs.
- Financial, social and political impacts of various rent structures on existing and new rental housing project.

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COURSE OBJECTIVES

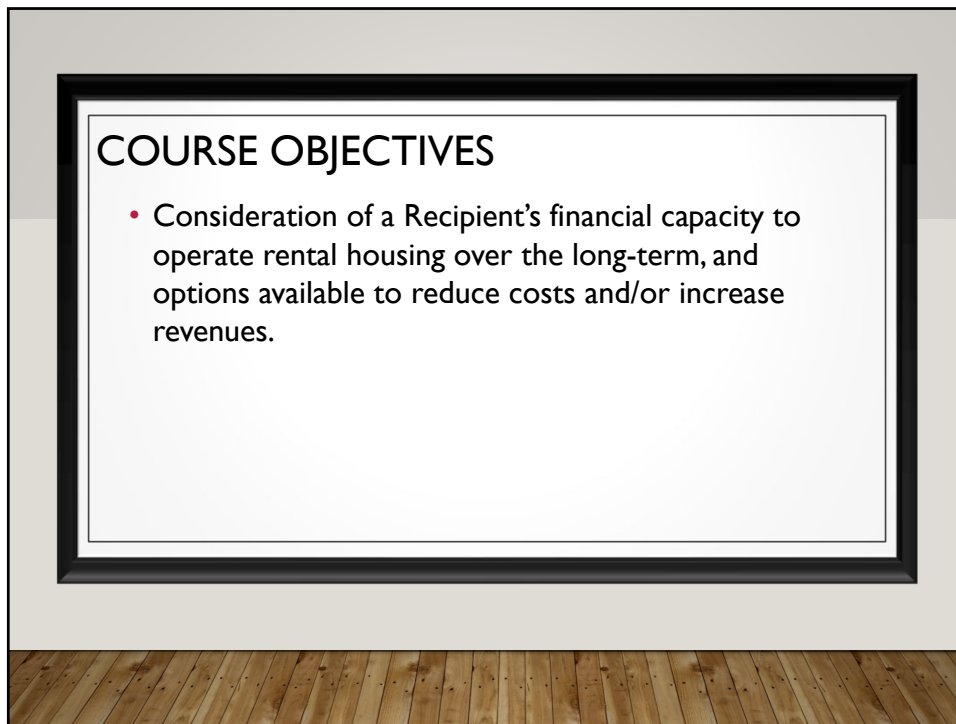
- Planning and implementing rental housing programs, with special consideration for rent structures, local housing needs (demand), revenue requirements, and feasibility.
- Resources available to develop and operate rental housing programs, including partnerships with local lenders, developers, nonprofits, and other tribes in order to leverage the dollars and experience necessary to maximize the value of the IHBG investment in the property and provide quality rental housing.

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COURSE OBJECTIVES

- The importance of conducting a local market study to document rental housing needs in terms of type and size of housing and the demand, or willingness to pay, for housing at a specified price, rental payment structures, such as income-based rents (with or without caps) and market-based rents, including the impacts on the community when making these decisions.

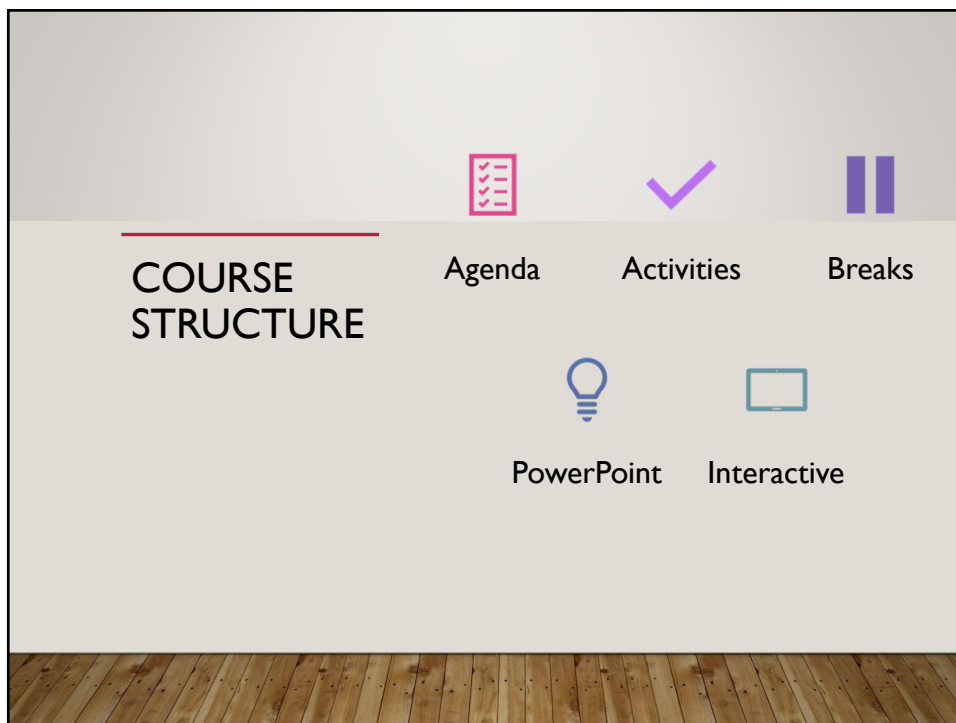
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COURSE OBJECTIVES

- Consideration of a Recipient's financial capacity to operate rental housing over the long-term, and options available to reduce costs and/or increase revenues.

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COURSE STRUCTURE

Agenda Activities Breaks

PowerPoint Interactive

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AGENDA

- Training Day 1
 - 12:00 pm - 5:00 pm ET (*10-minute breaks*)
 - 2:00 pm – 3:00 ET *Break*
- Training Day 2
 - 12:00 pm - 5:00 pm ET (*10-minute breaks*)
 - 2:00 pm – 3:00 ET *Break*

Please Note: Times and topics, as specified on the agenda, are approximate and may vary depending on the pace of the class.

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Agenda – Day I

- Welcome, introductions, objectives and agenda
- Group Activity 1
- Who in your community needs rental housing?
- Are resources available?
- Operating rental housing
- Group Activity 2 (*to be continued on day 2*)
- Wrap up

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Agenda – Day 2

- Welcome, Recap of day 1
- Group Activity 2 (*continued from day 1*)
- Case Study
- Group Activity 3-Identify obstacles
- Case Study
- Group Activity 4-Identify solutions
- Case Study
- Group Activity 5-Spotlight on next steps
- Questions
- Wrap-up, evaluations and adjourn

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RULES



Ask questions



Share techniques



Network with others




Quiet cell phones




Have fun

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THOUGHTS



“While we each can accomplish a lot individually, a diverse, inclusive, motivated and empowered team can accomplish so much more.”



“No single person has all the answers.”

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**DEVELOPING
OCCUPANCY,
ADMISSION AND
RENT PROCEDURES**

THERE ARE FOUR STEPS IN DETERMINING OCCUPANCY AND RENTS:

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STEP ONE – DEFINE AND SURVEY THE TARGET POPULATION.

Will the units be for singles, families, or persons with special needs. What rents can they afford? Do they qualify as low income?



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STEP TWO – IDENTIFY AVAILABLE HOUSING RESOURCES IN THE AREA.

What housing resources are available and affordable to the targeted population?



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STEP THREE – ESTABLISH THE RENT STRUCTURE

NAHASDA specifies only maximum rents for low-income Indian families. Given the limit on the maximum rents that may be paid by low-income Indian families, rents still must be low enough to be affordable to the target population, but sufficient to support the project financially. What actual rents will be charged?



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STEP FOUR – ESTABLISH TENANT SELECTION AND ADMISSION PROCEDURES.

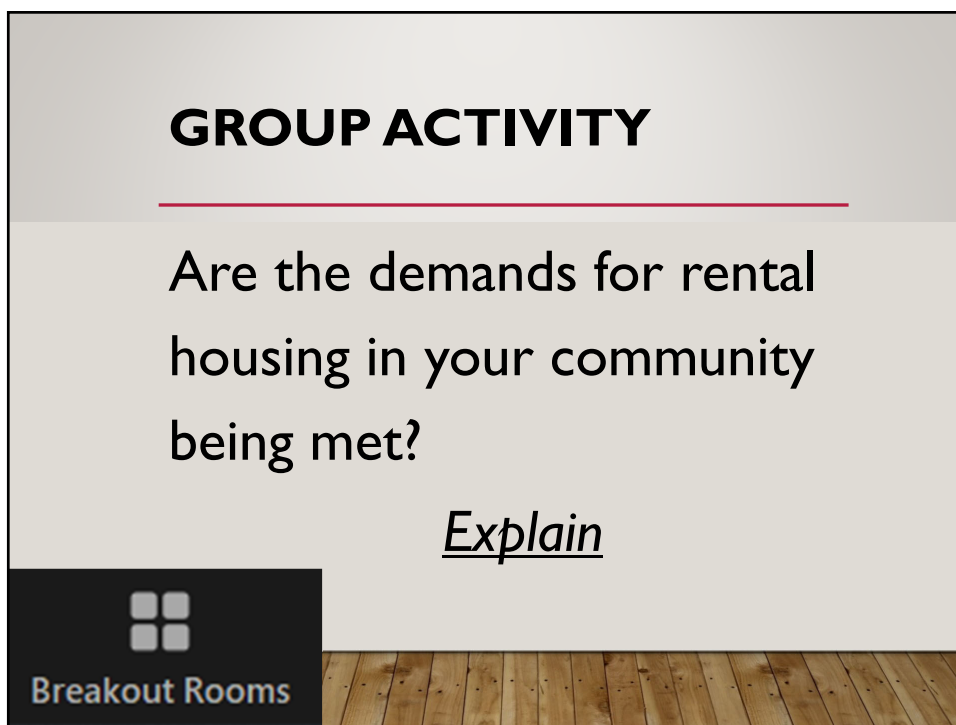
How does the tribe move from marketing the project to renting up the first available units? Who or what groups are in greatest need of assistance, and how should they be prioritized?



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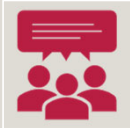
ONCE IN THE BREAKOUT ROOM SELECT A SPOKESPERSON




Decide who will be the spokesperson.



Provide me with the spokesperson's name.




Share among your group and agree on feedback.

Breakout Rooms

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Group Activity

- Are the rental housing demand being met?
If Yes-how
If NO-why not
- Has financial, social and political impacts influenced your various rent structures?
- Offer ideas.

Breakout Rooms

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Community Housing Needs Assessment

“Getting the Housing Development Process
off to the Right Start:
*Needs Assessments and Community
Engagement*” Training Course



Created by NAIHC for
HUD and NwONAP

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National American Indian Housing Council

**Getting the Housing Development
Process off to the Right Start:
*Needs Assessments and
Community Engagement***

Developed for
U.S. Department of Housing and Urban Development
Northwest Office of Native American Programs

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NAIHC
Linda Lee Retka at
202-789-1754

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DEFINITION

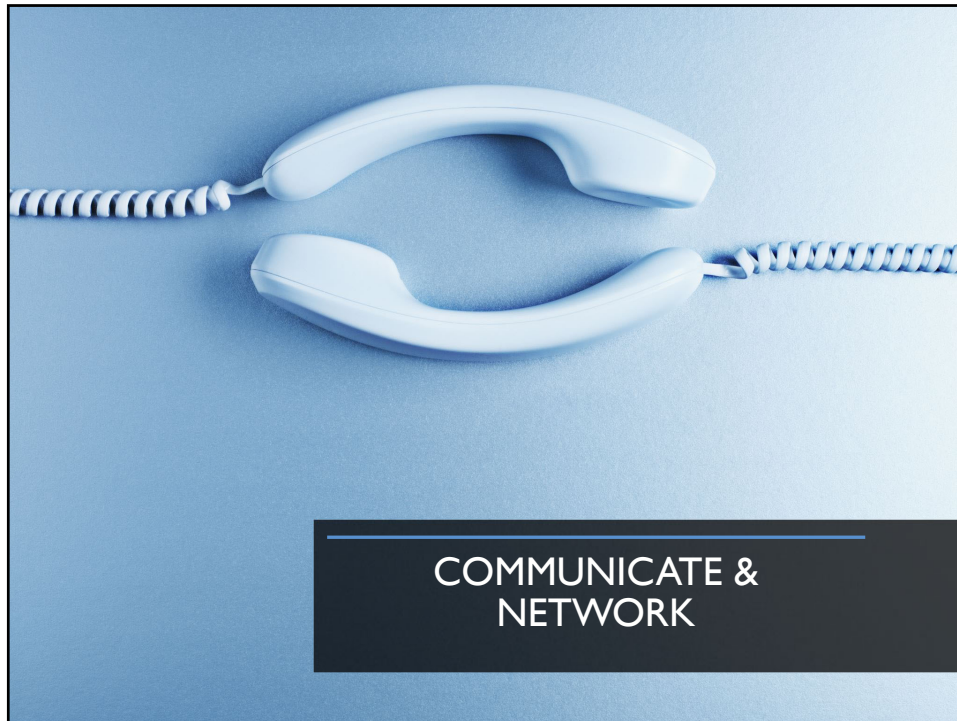
“A community housing needs assessment is an in-depth housing market analysis that carefully examines the area’s supply and demand for housing to determine the existing and future needs for shelter.”

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DEVELOPING A FRAMEWORK

- Identify a purpose
- Determine what you need to know
- Select a target audience to survey
- Choose a method to collect information
- Identify who will collect the information
- Design/implement the needs assessment

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FINDINGS OF THE NEEDS ASSESSMENT

- **Community priorities** – how do people rank the various needs in their community?
- **Housing priorities** – what is the interest in homeownership versus rentals? What size homes do people need (based on family size)? What amenities do they value?
- **Affordability** – how much can community members afford to spend?
- **Design** for neighborhood development – are people interested in apartments, developments or larger lots?

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WHERE IS THE DEMAND?

- Renters
 - Homeowners
 - Low income
 - Moderate income
 - High income
- Elders
 - Families
 - Veterans
 - Disabled
 - Students
 - Grandparents
 - Supportive Housing
 - Homeless
 - Grandparents
 - Other

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WHAT TYPE(S) AND SIZE(S) OF UNITS?

- Apartment
- Duplex
- Triplex
- Efficiency / Studio
- Single-family home

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KNOWING THAT YOU NEED RENTAL
HOUSING....

....ARE RESOURCES AVAILABLE TO
DEVELOP AND OPERATE?

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FIRST LET'S ASK....

- Is there a demand?
- What type(s) and size(s) of units?
- What will it cost?
- How will the rent be structured?
- What are the revenue requirements?
- Is this project feasibility?

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Is There a Demand?

- **Need**-Basic necessity. Feel deprived if this is absent like: **food**.
- **Want**-Given choices, this is what you prefer like:
I want a garlic butter grilled steak & shrimp dinner.
- **Demand**-A want that is supported by decision and the capacity to buy. **I can only afford a hamburger.**

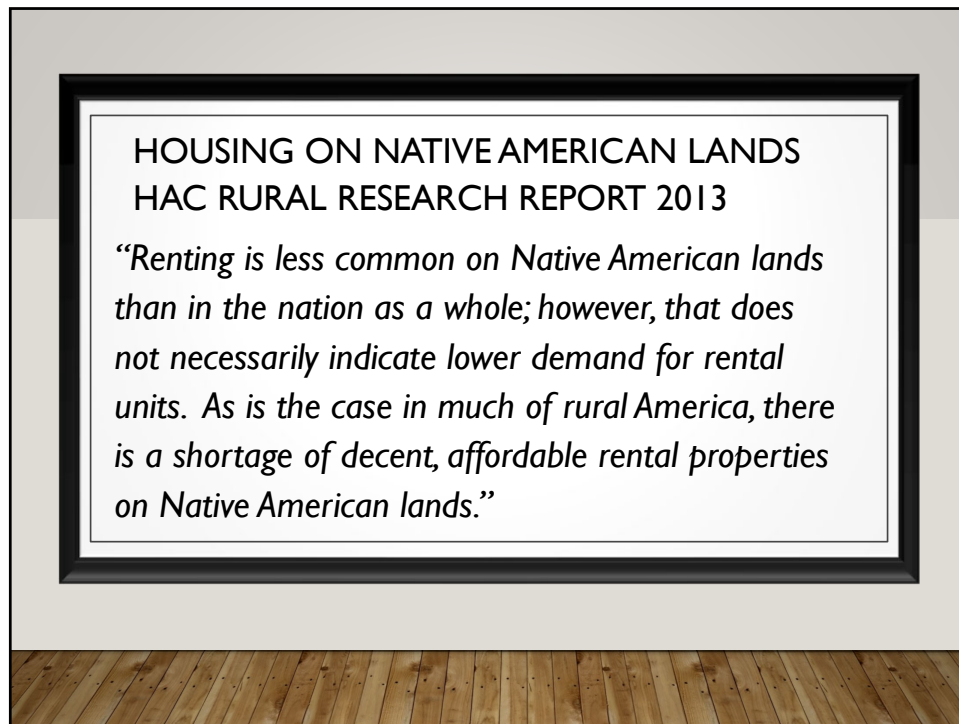


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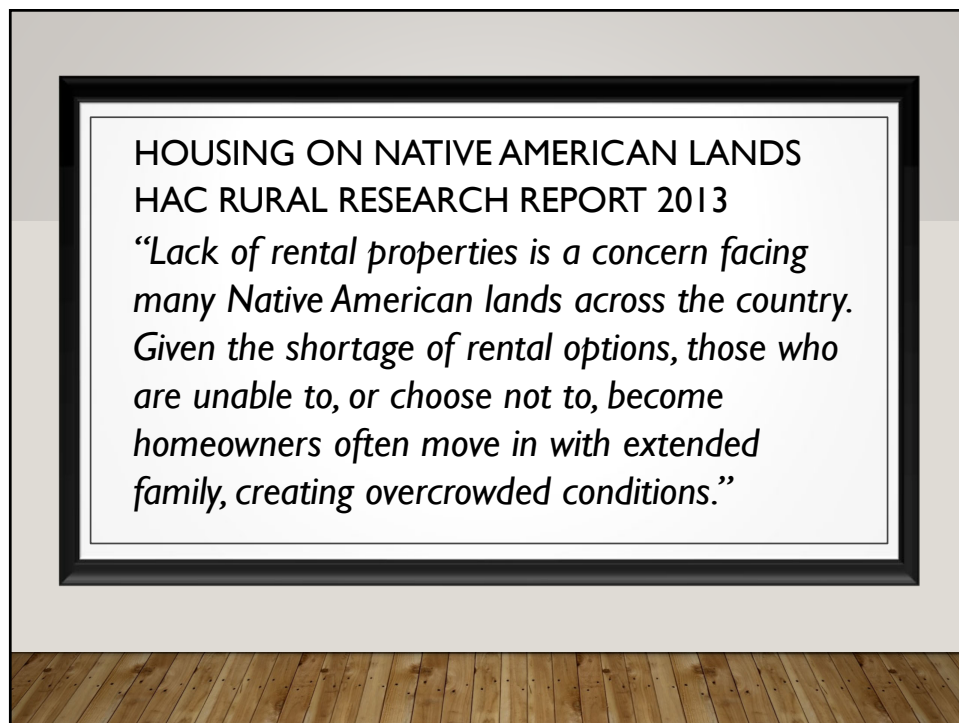
HUD HOUSING NEEDS OF AMERICAN INDIANS AND ALASKA NATIVES IN TRIBAL AREAS-2017

“This study confirms that a strong preference remains for homeownership in tribal areas. The homeownership rate (68%) in tribal areas is already high, but many households are renters, and nearly all want to become homeowners. They face notable barriers, however, in achieving that goal.”

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Where is the Demand?

- Elders
- Families
- Veterans
- Disabled
- Students
- Homeowners
- Renters
- Supportive Housing
- Homeless
- Low income
- Moderate income
- High income
- Others

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What Type(s) and Size(s) of Units?

- Apartment
- Duplex
- Triplex
- Efficiency / Studio
- Single-family home

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SAMPLE RENT CALCULATION		
Annual Income		\$27,000
Adjustments:		
4 dependents @ \$480		(\$ 1,920)
Child Care		(\$ 1,080)
Total Adjustments		<u>\$ 3,000</u>
Adjusted Annual Income		\$24,000
Adjusted Monthly Income	(24,000/12)	\$ 2,000
Monthly Gross Rent	\$2,000 x 30%	\$ 600
Utility Allowance		(\$ 250)
Monthly Rent		<u>\$ 350</u>
Annual Revenue	\$350 x 12	\$ 4,200

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SAMPLE IHBG SUBSIDY			
	Using Maximum	Generous IHA	Very Generous IHA
Average Adjusted Monthly Income	\$2,000	\$2,000	\$2,000
Percentage Used	30%	20%	10%
Monthly Gross Rent	\$600	\$400	\$200
Utility Allowance	\$ -0-	\$100	\$200
Net Rent Payment	\$600	\$300	\$-0-
Units	100	100	100
Monthly Revenue	\$ 60,000	\$ 30,000	\$ -0-
Annual Revenue	\$ 720,000	\$ 360,000	\$ -0-
Annual Expenses	(\$900,000)	(\$900,000)	(\$900,000)
IHBG Subsidy Needed	<u>\$ 180,000</u>	<u>\$ 540,000</u>	<u>\$ 900,000</u>

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What Will it Cost?

Sample Single-Family Rental Development Budget (1 Unit)

Uses

Acquisition Costs:

Acquisition: Land	\$	5,000
Acquisition: Buildings	\$	20,000
Total Acquisition:	\$	25,000

Construction:

Contract with GC (incl profit, OH, gen conditions)	\$	70,000
Bond Premium	\$	-
Construction Contingency	10%	\$ 7,000
Total Construction:	\$	77,000

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(continued)

Soft Costs:

Building Permit, License & Fees	\$	300
Architect or Rehab Specialist - Specs/Estimates	\$	600
Engineering	\$	-
Environmental: Site-Specific Review	\$	300
Acquisition Closing - Legal and Recording Fees	\$	500
Title Search & Title Insurance	\$	600
Survey	\$	400
Appraisal & Analysis of Rent Comparables	\$	600
Builder's Risk and/or Casualty Insurance	\$	800
Carrying Costs - Real Estate Taxes	\$	700
Carrying Costs - Utilities	\$	600
Carrying Costs - Site Security	\$	1,000
Carrying Costs - Grounds Maintenance	\$	800
Furniture Fixtures & Equipment	\$	-
Prefunded Replacement Reserve	\$	1,500
Prefunded Operating and/or Rental Loss Reserves	\$	1,350
Seller Legal and Recording Costs	\$	400
Tenant Relocation	\$	-
Rent-Up Marketing Costs	\$	200
Other	\$	-
Soft Cost Contingency	10%	\$ 1,065
Developer Fee	15%	\$ 17,057
Total Soft Costs:	\$	28,772

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Funding Sources		
Total Development Cost:		\$130,772
Sources		
	Debt	\$27,425
	NAHASDA IHBG	\$103,347
	Other	\$0
	Total Development Sources	\$130,772

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What are the Revenue Requirements?			
<i>How will the rent payments be configured? (to be continue)</i>			
Income:			
Rent:	# Units	Monthly Rent	Annual Rent
Efficiency	0	\$ 350	\$ -
One Bedroom	0	\$ 450	\$ -
Two Bedroom	0	\$ 550	\$ -
Three Bedroom	1	\$ 650	\$ 7,800
Total Units	1		
Gross Rent			\$ 7,800
Less:			
Vacancy		5.0%	\$ (390)
Bad Debt		2.0%	\$ (156)
Gross Effective Income:			\$ 7,254

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Expenses	Expenses:	
		Annual
	Administrative	
	Advertising & Marketing	\$ 50
	Mgmt Fee (% of collections) 8.0%	\$ 580
	Administrative	\$ 20
	Legal	\$ 30
	Accounting	\$ 100
	Office Supplies	\$ 20
	Credit Checks	\$ 20
	Leasing Fees	\$ 100
	Other	\$ 30
	Total Administrative:	\$ 950
	Payroll	
	Administrative Payroll	\$ 350
	Maintenance Payroll	\$ 300
	Fringe 15.0%	\$ 98
	Payroll Taxes 7.65%	\$ 50
	Total Payroll:	\$ 797
	Maintenance	
	Decorating (unit make ready)	\$ 75
	Repairs	\$ 500
	Security	\$ -
	Grounds (landscaping, snow removal)	\$ -
	Building supplies	\$ 80
	Service contracts (HVAC)	\$ 150
	Other	\$ -
	Total Maintenance:	\$ 805

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Expenses	
Operating:	
Fuel (heating & hot water)	\$ -
Electric	\$ -
Water/Sewer	\$ 300
Trash removal	\$ -
Janitorial	\$ -
Exterminating	\$ 30
Telephone	\$ -
Other	\$ -
Total Operating Costs:	\$ 330
Taxes & Insurance:	
Real Estate Taxes	\$ 400
Insurance	\$ 300
Other Taxes, Licenses, Fees	\$ 30
Total Taxes:	\$ 730
Total Annual Operating Expenses:	\$ 3,612

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Is This Project Feasibility?

Positive Cashflow

NOI Before Reserves & Debt Svc:	\$	3,642
Reserves:		
	Per Unit	Annual
Replacement Reserve	\$ 500	\$ 500
Operating Reserve	\$ 80	\$ 80
Cashflow Before Debt Service:		\$ 3,062
Debt Service (See Terms Below)		\$2,551.48
Cashflow After Debt Service		\$510.30

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How Will the Rent Payments Be Configured? (continued)

SAMPLE TRIBAL HOUSING AUTHORITY
CASH FLOW PROJECTION WITH ALL RENTED
ASSUMPTIONS: 10 RENTALS, NO RENT INCREASE, NO VACANCY-DELINQUENCY

	Y E A R									
ESTIMATED ANNUAL OPERATING EXPENSES:	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Management Fee (accounting, software, inspection, counseling, intake, etc.)	\$12,000	\$12,120	\$12,241	\$12,364	\$12,487	\$12,612	\$12,738	\$12,866	\$12,994	\$13,124
Insurance (\$250 per year X 10 homes)	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
Routine/Preventive Building Maintenance includes wages, excellent lawn care,	\$18,800	\$19,740	\$20,727	\$21,763	\$22,852	\$23,994	\$25,194	\$26,453	\$27,776	\$29,165
NON-Routine Property Maintenance*	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Compliance Audit (included in Management Fee)	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
Capital Reserve (\$900/UNIT industry standard)	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000
TOTAL ANNUAL OPERATING EXPENSES	\$43,300	\$44,410	\$45,518	\$46,677	\$47,889	\$49,156	\$50,482	\$51,869	\$53,320	\$54,839
EXPENSES PER UNIT	\$4,330	\$4,441	\$4,552	\$4,668	\$4,789	\$4,916	\$5,048	\$5,187	\$5,332	\$5,484
EXPENSES PER UNIT PER MONTH	\$361	\$370	\$379	\$389	\$399	\$410	\$421	\$432	\$444	\$457
ESTIMATED REVENUE										
Rental Income 2 bedrooms (\$400*3*12)	\$14,400	\$14,400	\$14,400	\$14,400	\$14,400	\$14,400	\$14,400	\$14,400	\$14,400	\$14,400
Rental Income 3 bedrooms (\$500*5*12)	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Rental Income 5 bedrooms (\$550*2*12)	\$13,200	\$13,200	\$13,200	\$13,200	\$13,200	\$13,200	\$13,200	\$13,200	\$13,200	\$13,200
Vacancy Loss @ 0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
SUBTOTAL RENTAL INCOME	\$57,600	\$57,600	\$57,600	\$57,600	\$57,600	\$57,600	\$57,600	\$57,600	\$57,600	\$57,600
REVENUE LOST (startup occupancy < 100%)	(\$7,708)									
TOTAL ESTIMATED ANNUAL INCOME	\$49,892	\$57,600	\$57,600	\$57,600	\$57,600	\$57,600	\$57,600	\$57,600	\$57,600	\$57,600
GROSS OPERATING INCOME										
ANNUAL SUBSIDY REQUIRED FROM TRIBE	\$6,592	\$13,190	\$12,082	\$10,923	\$9,711	\$8,444	\$7,118	\$5,731	\$4,280	\$2,761
Efficiency	1-BDRM	2-BDRM	3-BDRM	4-BDRM	5-BDRM	6-BDRM				
	\$516	\$525	\$660	\$943	\$972	\$1118				

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SAMPLE TRIBAL HOUSING AUTHORITY						
CASH FLOW PROJECTION WITH ALL RENTED						
ASSUMPTIONS: 10 RENTALS, NO RENT INCREASE, NO VACANCY-DELINQUENCY						
	Y E					
ESTIMATED ANNUAL OPERATING EXPENSES:	2009	2010	2011	2012	2013	
Management Fee (accounting, software, inspection, counseling, intake, etc.)	\$12,000	\$12,120	\$12,241	\$12,364	\$12,487	
Insurance (\$350 per year X 10 homes)	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	
Routine/Preventive Building Maintenance includes wages, excellent lawn care,	\$18,800	\$19,740	\$20,727	\$21,763	\$22,852	
NON-Routine Property Maintenance*	\$0	\$0	\$0	\$0	\$0	
Annual Compliance Audit (included in Management Fee)		\$50	\$50	\$50	\$50	
Capital Reserve (\$900/UNIT industry standard)	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	
TOTAL ANNUAL OPERATING EXPENSES	\$43,300	\$44,410	\$45,518	\$46,677	\$47,889	
EXPENSES PER UNIT	\$4,330	\$4,441	\$4,552	\$4,668	\$4,789	
EXPENSES PER UNIT PER MONTH	\$361	\$370	\$379	\$389	\$399	
ESTIMATED REVENUE						
Rental Income 2 bedrooms (\$400*3*12)	\$14,400	\$14,400	\$14,400	\$14,400	\$14,400	
Rental Income 3 bedrooms (\$500*5*12)	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	
Rental Income 5 bedrooms (\$550*2*12)	\$13,200	\$13,200	\$13,200	\$13,200	\$13,200	
Vacancy Loss @ 0%	\$0	\$0	\$0	\$0	\$0	
SUBTOTAL RENTAL INCOME	\$57,600	\$57,600	\$57,600	\$57,600	\$57,600	
REVENUE LOST (startup occupancy < 100%)	(\$7,708)					
TOTAL ESTIMATED ANNUAL INCOME	\$49,892	\$57,600	\$57,600	\$57,600	\$57,600	
GROSS OPERATING INCOME	\$6,592	\$13,190	\$12,082	\$10,923	\$9,711	
ANNUAL SUBSIDY REQUIRED FROM TRIBE	\$0	\$0	\$0	\$0	\$0	
Efficiency 1-BDRM	\$516	\$525	\$660	\$943	\$972	
2-BDRM				\$1118	\$1286	
3-BDRM						
4-BDRM						
5-BDRM						
6-BDRM						

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Non-routine Maintenance

*There are no funds budgeted for non-routine expenses. Ideally, there shouldn't be any. However, the Tribe could establish a fund in the unfortunate case that non-routine maintenance occurs.

**This can be in the form of a rent subsidy from the Tribe.

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SAMPLE TRIBAL HOUSING AUTHORITY SAMPLE HOUSING PROJECT						
ASSUMPTIONS: 10 RENTALS, VACANCY-DELINQUENCY @ 10%, NO RENT INCREASE, FLAT RATE OF \$450, \$575, & \$625						
CASHFLOW PROJECTIONS WITH ALL RENTED AT SAME TIME						
	Y E					
ESTIMATED ANNUAL OPERATING EXPENSES:	2009	2010	2011	2012	2013	
Management Fee (accounting, software, inspection, counseling, intake, etc.)	\$12,000	\$12,120	\$12,241	\$12,364	\$12,487	
Insurance (\$350 per year X 10 homes)	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	
Routine/Preventive Building Maintenance includes wages, excellent lawn care,	\$18,800	\$19,740	\$20,727	\$21,763	\$22,852	
NON-Routine Property Maintenance*	\$0	\$0	\$0	\$0	\$0	
Annual Compliance Audit (included in Management Fee)		\$50	\$50	\$50	\$50	
Capital Reserve (\$900/UNIT industry standard)	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	
TOTAL ANNUAL OPERATING EXPENSES	\$43,300	\$44,410	\$45,518	\$46,677	\$47,889	
EXPENSES PER UNIT	\$4,330	\$4,441	\$4,552	\$4,668	\$4,789	
EXPENSES PER UNIT PER MONTH	\$361	\$370	\$379	\$389	\$399	
ESTIMATED REVENUE						
Rental Income 2 bedrooms (\$450*3*12)	\$16,200	\$16,200	\$16,200	\$16,200	\$16,200	
Rental Income 3 bedrooms (\$575*5*12)	\$34,500	\$34,500	\$34,500	\$34,500	\$34,500	
Rental Income 5 bedrooms (\$625*2*12)	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	
Vacancy Loss @ 10%	(\$6,570)	(\$6,570)	(\$6,570)	(\$6,570)	(\$6,570)	
SUBTOTAL RENTAL INCOME	\$59,130	\$59,130	\$59,130	\$59,130	\$59,130	
TOTAL ESTIMATED ANNUAL INCOME	\$59,130	\$59,130	\$59,130	\$59,130	\$59,130	
GROSS OPERATING INCOME	\$15,830	\$14,720	\$13,612	\$12,453	\$11,241	
ANNUAL SUBSIDY REQUIRED FROM TRIBE	0	0	0	0	0	
Efficiency 1-BDRM	\$516	\$525	\$660	\$943	\$972	
2-BDRM					\$1118	
3-BDRM					\$1286	
4-BDRM						
5-BDRM						
6-BDRM						

63

SAMPLE TRIBAL HOUSING AUTHORITY SAMPLE HOUSING PROJECT						
CASHFLOW PROJECTIONS WITH RENT-UP PERIOD						
ASSUMPTIONS: 10 RENTALS, 10% DELINQUENCIES/VACANCY, NO RENT INCREASES, NO NON-ROUTINE MAINTENANCE, FLAT RATE ESTABLISHED BY TRIBE						
	Y E					
ESTIMATED ANNUAL OPERATING EXPENSES:	2009	2010	2011	2012	2013	
Management Fee (accounting, software, inspection, counseling, intake, etc.)	\$12,000	\$12,120	\$12,241	\$12,364	\$12,487	
Insurance (\$350 per year X 10 homes)	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	
Routine/Preventive Building Maintenance includes wages, excellent lawn care,	\$18,800	\$41,706	\$43,791	\$45,981	\$48,280	
NON-Routine Property Maintenance*	\$0	\$0	\$0	\$0	\$0	
Annual Compliance Audit (included in Management Fee)		\$50	\$50	\$50	\$50	
Capital Reserve (\$900/UNIT industry standard)	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	
TOTAL ANNUAL OPERATING EXPENSES	\$43,300	\$66,376	\$68,583	\$70,894	\$73,317	
EXPENSES PER UNIT	\$4,330	\$6,638	\$6,858	\$7,089	\$7,332	
EXPENSES PER UNIT PER MONTH	\$361	\$553	\$572	\$591	\$611	
ESTIMATED REVENUE						
Rental Income 2 bedrooms (\$300*3*12) YR 1(\$300*3*9 mo)	\$8,100	\$8,100	\$8,100	\$8,100	\$8,100	
Rental Income 3 bedrooms (\$400*5*12) YR 1(\$400*3*9 mo)	\$18,000	\$34,500	\$34,500	\$34,500	\$34,500	
Rental Income 5 bedrooms (\$500*2*12) YR 1(\$500*3*6 mo)	\$6,000	\$15,000	\$15,000	\$15,000	\$15,000	
Vacancy/Collection Loss @ 5%	\$0	(\$2,880)	(\$2,880)	(\$2,880)	(\$2,880)	
SUBTOTAL RENTAL INCOME	\$32,100	\$54,720	\$54,720	\$54,720	\$54,720	
TOTAL ESTIMATED ANNUAL INCOME	\$32,100	\$54,720	\$54,720	\$54,720	\$54,720	
GROSS OPERATING INCOME	(\$11,200)	(\$11,656)	(\$13,863)	(\$16,174)	(\$18,597)	
ANNUAL SUBSIDY REQUIRED FROM TRIBE**	\$11,200	\$11,656	\$13,863	\$16,174	\$18,597	
Efficiency 1-BDRM	\$516	\$525	\$660	\$943	\$972	
2-BDRM					\$1118	
3-BDRM					\$1286	
4-BDRM						
5-BDRM						
6-BDRM						

64

SAMPLE TRIBAL HOUSING AUTHORITY							
SAMPLE HOUSING PROJECT - CASH FLOW PROJECTION WITH ALL RENTED							
ASSUMPTIONS: 10 RENTALS, NO RENT INCREASE, NO VACANCY-DELINQUENCY, & EVERYONE MOVES IN ON THE SAME DAY.							
	Y E						
ESTIMATED ANNUAL OPERATING EXPENSES:	2009	2010	2011	2012	2013		
Management Fee (accounting, software, inspection, counseling, intake, marketing, etc.)	\$12,000	\$12,120	\$12,241	\$12,364	\$12,487		
Insurance (\$350 per year X 10 homes)	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500		
Routine/Preventive Building Maintenance includes wages, excellent lawn care) (\$3,972 * 9mo)	\$18,800	\$19,740	\$20,727	\$21,763	\$22,852		
NON-Routine Property Maintenance*	\$0	\$0	\$0	\$0	\$0		
Annual Compliance Audit (included in Management Fee)		\$50	\$50	\$50	\$50		
Capital Reserve (\$900/UNIT industry standard)	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000		
TOTAL ANNUAL OPERATING EXPENSES	\$43,300	\$44,410	\$45,518	\$46,677	\$47,889		
EXPENSES PER UNIT	\$4,330	\$4,441	\$4,552	\$4,668	\$4,789		
EXPENSES PER UNIT PER MONTH	\$361	\$370	\$379	\$389	\$399		
ESTIMATED REVENUE							
Rental Income 2 bedrooms (\$450*3*9 mo)	\$12,150	\$16,200	\$16,200	\$16,200	\$16,200		
Rental Income 3 bedrooms (\$575*5*9 mo)	\$25,875	\$34,500	\$34,500	\$34,500	\$34,500		
Rental Income 5 bedrooms (\$625*2*6 mo.)	\$7,500	\$15,000	\$15,000	\$15,000	\$15,000		
Vacancy Loss @ 0%	\$0	\$0	\$0	\$0	\$0		
SUBTOTAL RENTAL INCOME	\$45,525	\$65,700	\$65,700	\$65,700	\$65,700		
TOTAL ESTIMATED ANNUAL INCOME	\$45,525	\$65,700	\$65,700	\$65,700	\$65,700		
GROSS OPERATING INCOME	\$2,225	\$21,290	\$20,182	\$19,023	\$17,811		
ANNUAL SUBSIDY REQUIRED FROM TRIBE	\$2,225	\$21,290	\$20,182	\$19,023	\$17,811		
Efficiency	1-BDRM	2-BDRM	3-BDRM	4-BDRM	5-BDRM	6-BDRM	
	\$516	\$525	\$660	\$943	\$972	\$1118	\$1286

65

SAMPLE TRIBAL HOUSING AUTHORITY							
CASH FLOW PROJECTION WITH ALL RENTED							
ASSUMPTIONS: 10 RENTALS, NO RENT INCREASE, NO VACANCY-DELINQUENCY, & EVERYONE MOVES IN ON THE SAME DAY.							
FMR							
	Y E						
ESTIMATED ANNUAL OPERATING EXPENSES:	2009	2010	2011	2012	2013		
Management Fee (accounting, software, inspection, counseling, intake, etc.)	\$12,000	\$12,120	\$12,241	\$12,364	\$12,487		
Insurance (\$350 per year X 10 homes)	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500		
Routine/Preventive Building Maintenance includes wages, excellent lawn care,	\$18,800	\$19,740	\$20,727	\$21,763	\$22,852		
NON-Routine Property Maintenance*	\$0	\$0	\$0	\$0	\$0		
Annual Compliance Audit (included in Management Fee)		\$50	\$50	\$50	\$50		
Capital Reserve (\$900/UNIT industry standard)	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000		
TOTAL ANNUAL OPERATING EXPENSES	\$43,300	\$44,410	\$45,518	\$46,677	\$47,889		
EXPENSES PER UNIT	\$4,330	\$4,441	\$4,552	\$4,668	\$4,789		
EXPENSES PER UNIT PER MONTH	\$361	\$370	\$379	\$389	\$399		
ESTIMATED REVENUE							
Rental Income 2 bedrooms (\$660*3*12)	\$23,760	\$23,760	\$23,760	\$23,760	\$23,760		
Rental Income 3 bedrooms (\$943*5*12)	\$56,580	\$56,580	\$56,580	\$56,580	\$56,580		
Rental Income 5 bedrooms (\$1118*2*12)	\$26,832	\$26,832	\$26,832	\$26,832	\$26,832		
Vacancy Loss @ 0%	\$0	\$0	\$0	\$0	\$0		
SUBTOTAL RENTAL INCOME	\$107,172	\$107,172	\$107,172	\$107,172	\$107,172		
TOTAL ESTIMATED ANNUAL INCOME	\$107,172	\$107,172	\$107,172	\$107,172	\$107,172		
GROSS OPERATING INCOME	\$63,872	\$62,762	\$61,654	\$60,495	\$59,283		
ANNUAL SUBSIDY REQUIRED FROM TRIBE	0	0	0	0	0		
Efficiency	1-BDRM	2-BDRM	3-BDRM	4-BDRM	5-BDRM	6-BDRM	
	\$516	\$525	\$660	\$943	\$972	\$1118	\$1286

66

Planning Considerations: Determine Financing Programs

- Tribal (both)
- NAHASDA (grant)
- ICDBG (grant)
- LIHTC (equity)
- Housing Trust Funds (typically grant)
- HOME Funds (both)
- Bank (loan)

67

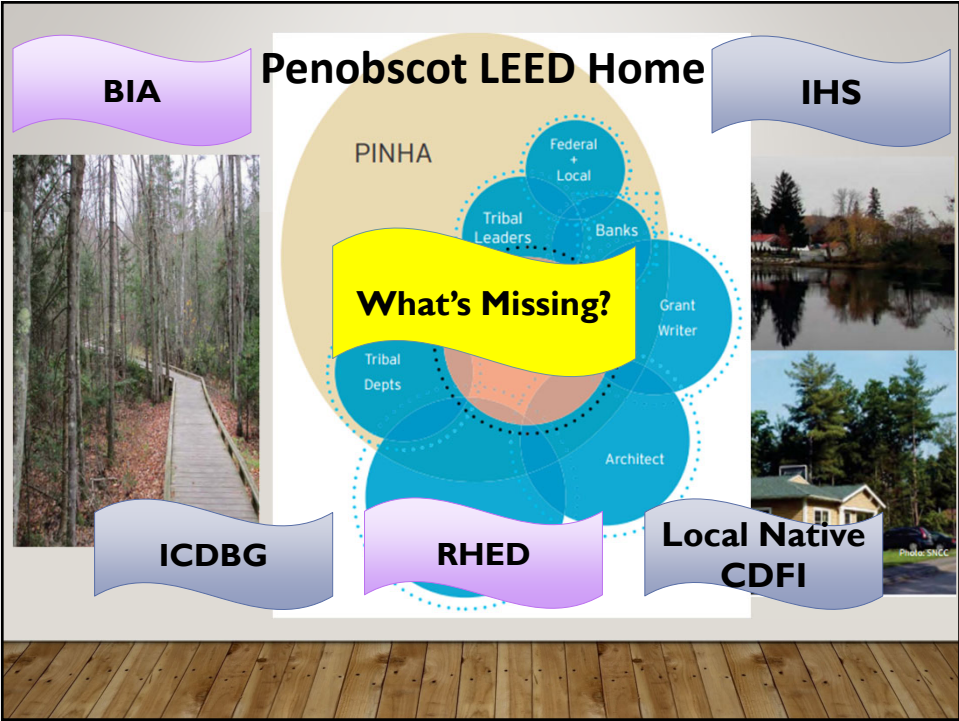
Planning Considerations: Determine Financing Programs

- Affordable Housing Program (grant)
- Title VI (loan)
- Section 184 (loan)
- BIA / IHS (typically grant)
- Rural Development (both)
- NMTC (equity)
- Solar Tax Credits (equity) & other

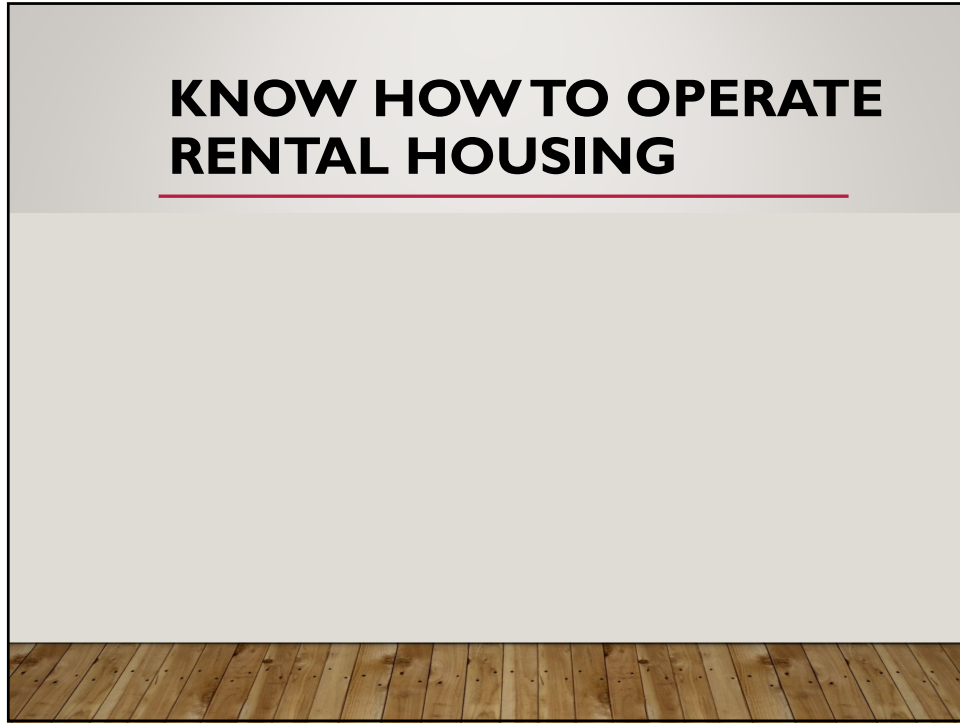
68



69



70



71

Operating Budget

Staff up, orient, rent up, activate, provide services, and keep your eyes on the Operating Budget!

SAMPLE TRIBAL HOUSING AUTHORITY
CASH FLOW PROJECTION WITH ALL RENTED
ASSUMPTIONS: 10 RENTALS, NO RENT INCREASE, NO VACANCY-DELINQUENCY, & EVERYONE MOVES IN ON THE SAME DAY.

FMR	Y E A R									
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
ESTIMATED ANNUAL OPERATING EXPENSES:										
Management Fee (accounting, software, inspection, counseling, intake, etc.)	\$12,000	\$12,120	\$12,241	\$12,364	\$12,487	\$12,612	\$12,738	\$12,866	\$12,994	\$13,124
Insurance (\$250 per year X 10 homes)	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
Routine/Preventive Building Maintenance includes wages, excellent lawn care,	\$18,800	\$19,740	\$20,727	\$21,763	\$22,852	\$23,994	\$25,194	\$26,453	\$27,776	\$29,165
NON-Routine Property Maintenance*	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Compliance Audit (Included in Management Fee)	\$0	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
Capital Reserve (\$900/UNIT industry standard)	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000
TOTAL ANNUAL OPERATING EXPENSES	\$43,300	\$44,410	\$45,518	\$46,677	\$47,889	\$49,156	\$50,482	\$51,869	\$53,320	\$54,839
EXPENSES PER UNIT	\$4,330	\$4,441	\$4,552	\$4,668	\$4,789	\$4,916	\$5,048	\$5,187	\$5,332	\$5,484
EXPENSES PER UNIT PER MONTH	\$361	\$370	\$379	\$389	\$399	\$410	\$421	\$432	\$444	\$457
ESTIMATED REVENUE										
Rental Income 2 bedrooms (\$660*3*12)	\$23,760	\$23,760	\$23,760	\$23,760	\$23,760	\$23,760	\$23,760	\$23,760	\$23,760	\$23,760
Rental Income 3 bedrooms (\$943*3*12)	\$56,580	\$56,580	\$56,580	\$56,580	\$56,580	\$56,580	\$56,580	\$56,580	\$56,580	\$56,580
Rental Income 5 bedrooms (\$1118*2*12)	\$26,832	\$26,832	\$26,832	\$26,832	\$26,832	\$26,832	\$26,832	\$26,832	\$26,832	\$26,832
Vacancy Loss @ 0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
SUBTOTAL RENTAL INCOME	\$107,172	\$107,172	\$107,172	\$107,172	\$107,172	\$107,172	\$107,172	\$107,172	\$107,172	\$107,172
TOTAL ESTIMATED ANNUAL INCOME	\$107,172	\$107,172	\$107,172	\$107,172	\$107,172	\$107,172	\$107,172	\$107,172	\$107,172	\$107,172
GROSS OPERATING INCOME	\$63,872	\$62,762	\$61,654	\$60,495	\$59,283	\$58,016	\$56,690	\$55,303	\$53,852	\$52,333
ANNUAL SUBSIDY REQUIRED FROM TRIBE	0	0	0	0	0	0	0	0	0	0

72

Options to Reduce Cost and / or Increase Revenues

- Perfect the maintenance systems, coding
- Provide services to tenants
- Decrease vacancies due to evictions
- Increase rent strategically
- Be diligent on late fees
- Add revenue streams
- Perfect building design
- Hire a property management company

73

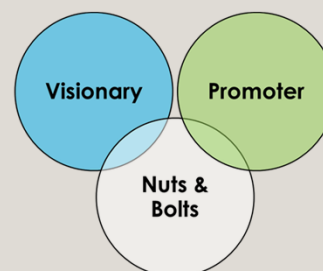
GROUP ACTIVITY 2



Plan, implement and operate rental housing for a sample community.




...to be continued on day 2




74


SELECT A SPOKESPERSON




Decide who will be the spokesperson.



Provide me with the spokesperson's name.



Share among your group and agree on feedback.



Breakout Rooms

75

INTRODUCTION

The following exercise challenges participants to plan a housing assistance strategy and make judgments and identify outcomes which the group believes will result in a sustainable plan. Because of the complexity of the issues, there are multiple approaches to accomplishing the plan. This exercise provides work groups an opportunity to apply planning principles, design program approaches, and apply project implementation elements necessary to develop strategy.

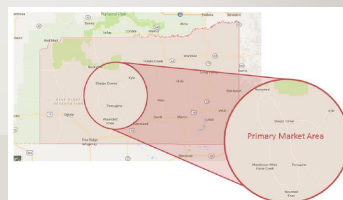
76

INSTRUCTIONS

1. Appoint a recorder/spokesperson. Let Bill know who it is.
2. Take turns reading the exercise materials. (Pages 11-21)
3. When finished reading, discuss and record your thoughts on the Conclusions Page.
4. Have your spokesperson share the thoughts of your Breakout Group.

77

-
2. Take turns reading the exercise materials. (Pages 11-21)



Site Accessibility and Visibility

Thunder Valley, located on N. Big Foot Trail, is highly visible and easily accessible. Being located alongside a major paved road on the reservation allows for easy access both via public transportation or private car. North Big Foot Trail is the most direct route taken by the majority of the reservation in traveling north to Rapid City. Therefore, Thunder Valley is in a prime location to be seen by individuals commuting to work, visiting family or friends, attending doctor's appointments or a myriad of other circumstances which require this northward drive.

In addition, in order to fill vacancies at the proposed development site, Thunder Valley will inform the local housing agency about the vacancies and make radio announcements through local radio channels. Information about the new housing development will also be available on the Thunder Valley CDC website as well as their Facebook page. All students of the Financial Literacy Classes offered by Thunder Valley will receive information about the new housing developments as well.

MULTIFAMILY PROJECTS IN MARKET AREA

Existing Multifamily Projects in Market Area

The OSLH, located east of Pine Ridge Village, is the primary provider of low income housing on the reservation. This housing organization has 1,200 low-rent units located throughout the reservation as well as 800 home ownership units. These units are varied and include single family built homes and multi-family apartment complexes.

The OSLH currently operates 8 low income multi-family projects. These multi-plexes are located in each of the nine districts on the reservation with the exception of Wakpamni. Each building is comprised of 12, 1-2-bedroom units which are fully equipped with electric, water, and heat with communal amenities such as a washer/dryer. The rent for these housing units is variable based on income level of the tenants.

11

78

3. When finished reading, discuss and record your thoughts on the Conclusions Page.

Conclusions Page

1. Identify housing needs along with the type of rental structure and occupants.

HOUSING NEED	TYPE OF RENTAL STRUCTURE	OCCUPANTS

2. Which Housing Need would you plan, implement and operate first?

- Share your conceptual ideas.
- Describe the type of housing.
- Describe the income levels of your occupants.
- Describe how you could structure rent payments.
- How might it be managed?
- Describe how you could reduce operating cost or increase revenue.
- How it might be funded?
- Identify potential partners.

79

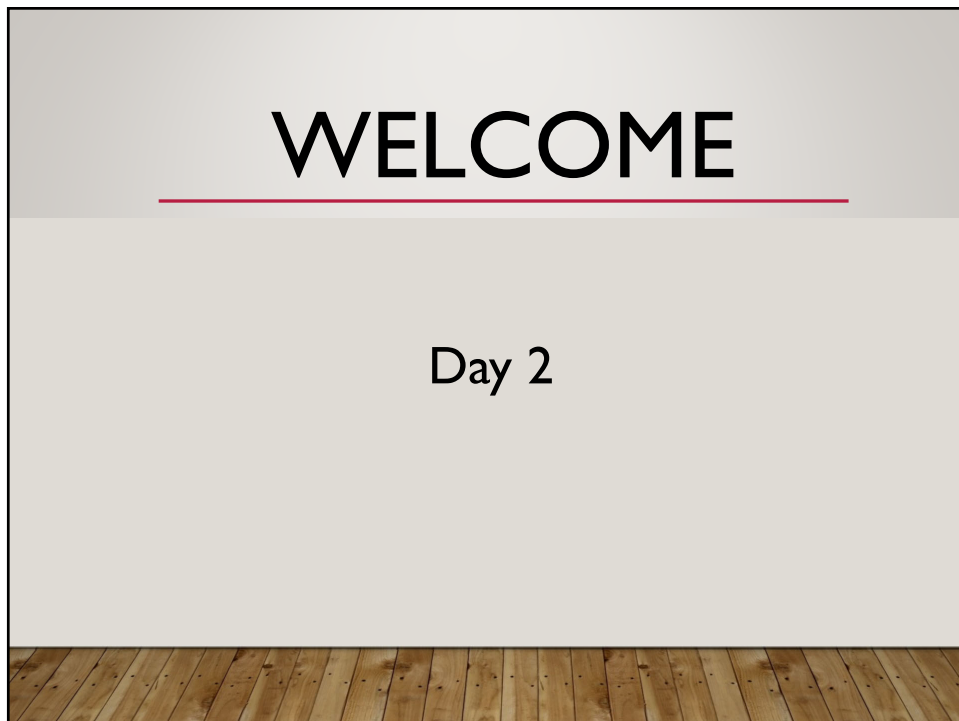
WRAP UP – DAY 1

- Welcome, introductions, objectives and agenda
- Group Activity
- Who in your community needs rental housing?
- Are resources available?
- Know how to operate rental housing.
- Group Activity (*to be continued on day 2*)

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81



82

Agenda – Day 2

- Welcome, Recap of day 1
- Group Activity 2 (*continued from day 1*)
- Case Study
- Group Activity 3-Identify obstacles
- Case Study
- Group Activity 4-Identify solutions
- Case Study
- Group Activity 5-Spotlight on next steps
- Questions
- Wrap-up, evaluations and adjourn

83

RECAP
OF
DAY 1



84

Agenda – Day I

- Welcome, introductions, objectives and agenda
- Group Activity I
- Who in your community needs rental housing?
- Are resources available?
- Operating rental housing
- Group Activity 2 (*to be continued on day 2*)
- Wrap up

85

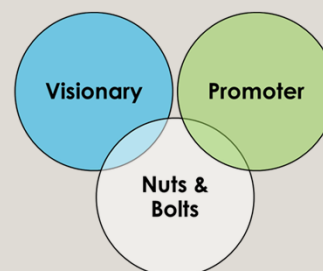
GROUP ACTIVITY 2



Plan, implement and operate rental housing for a sample community.




...to be continued on day 2




86

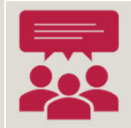
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Provide me with the spokesperson's name.



Share among your group and agree on feedback.

**Breakout Rooms**

87

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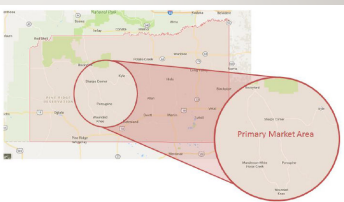
88

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89

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11

90

3. When finished reading, discuss and record your thoughts on the Conclusions Page.

Conclusions Page

1. Identify housing needs along with the type of rental structure and occupants.

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2. Which Housing Need would you plan, implement and operate first?

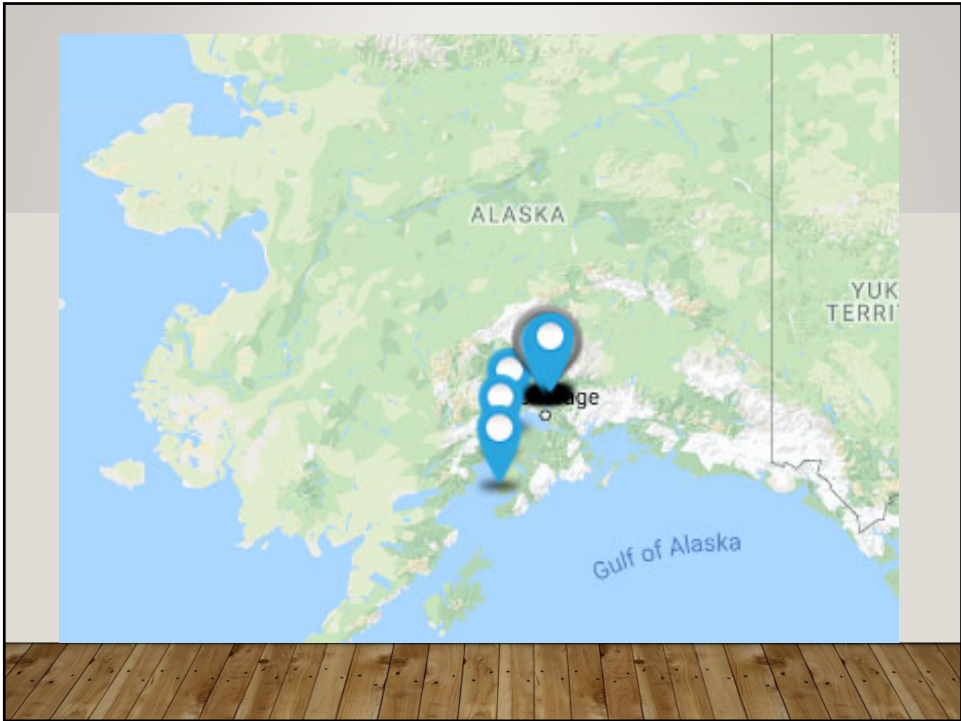
- Share your conceptual ideas.
- Describe the type of housing.
- Describe the income levels of your occupants.
- Describe how you could structure rent payments.
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- Describe how you could reduce operating cost or increase revenue.
- How it might be funded?
- Identify potential partners.

91

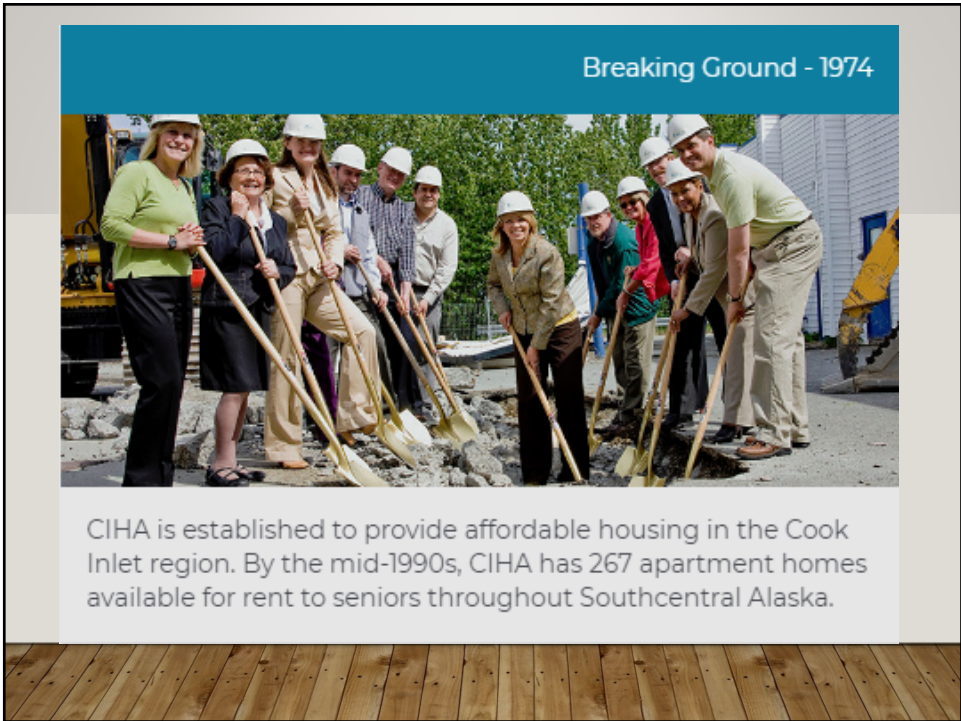
CASE STUDY I



92



93



94

1996 - Indian Housing Block Grant Passes



The Native American Housing and Self Determination Act (NAHASDA) creates the Indian Housing Block Grant (IHBG) to allow more flexibility for local decision making. This creates many more opportunities for CIHA.

95


Expands To Family Housing - 2000



Feedback from the community drives CIHA to add affordable family housing to its rental portfolio

96


2001 - Launch Of Cook Inlet Lending Center



Cook Inlet Lending Center (CILC) provides access and opportunities for low- to modest-income individuals and families who want to turn the dream of buying a home into their reality.

97


2002 - Strawberry Village



Families move into the colorful cottages that make up CIHA's first family rental housing community.

98

Focus On Mountain View - 2004



CIHA starts building better affordable housing for residents and newcomers to the neighborhood of Mountain View.

99

2007 - Starts Working With Partners



CIHA begins providing third party project management services. Our first project is Chugach Colony Estates, a senior rental property in Palmer.

100

Revitalizing Spenard - 2010



CIHA begins acquiring properties in Spenard to support future revitalization efforts.

101


2014 - Rethinking Design



In an effort to test innovative building designs and site plan approaches, CIHA begins developing duplex and triplex homes in neighborhoods around Anchorage.

102


Catalyzing Change - 2016



Mountain View flourishes with the help of CIHA's neighborhood revitalization efforts.

103

Today



CIHA is still writing our story and responding to the needs of our communities in a sustainable and strategic manner.

104

Funding Partners

From grants to loans, our funding partners help provide the money we use to develop, build and operate housing, build community and develop programming that supports our residents in their goal of attaining self-sufficiency. Each dollar of investment in housing matters to our residents and to our community.

105


Community Partners

Working together works! Our community partners support and provide programs and services that connect our residents with their community. Together, with our partners, we work to solve complex community challenges around housing, employment opportunity, community safety and economic vitality. By working together, rather than in silos, we bring collective capacity and know-how to make a greater impact.

106

CIHA Responses

CIHA is a bit unique in their ability to leverage and the challenge of high cost. So please understand that the following responses may not be a fit for everyone.



107

MIXED INCOME



108

Mixed Income

Our primary source of leverage funds is the low income housing tax credit (LIHTC) program. Our local allocator gives points for mixed income. In addition, we know our people may be just a minimal amount (\$10-\$25) over the maximum 60% LIHTC AMI income. So a mixed income approach allows us to serve more of our people who are just over the LIHTC income of 60%, but under the NAHASDA maximum 80% AMI.

109


Mixed Income

The over 60% Area Medium Income (AMI) or market rent does NOT positively offset the operating income as you might expect. The potentially higher rents are not high enough to offset the potential reduction in capital subsidy that comes from providing affordable housing. In Alaska, our development costs are very high. So even a 100% market rent does not make a new development pencil. The more important subsidy comes from the capital stack that is usually focused on lower income levels.

110

Mixed Income

Investors in LIHTC don't like mixed-income and will only tolerate and invest in (no more than) 20% 'market' units. Their price will consider the nature of the mixed-income and will be based solely on the affordable units.



111

INNOVATIVE HOUSING PROGRAMS



112

Innovative Housing Programs

We provide both elder and family housing offering a diversity of housing opportunities from studio to 4 bedroom rentals. We also sometimes mix elder rentals within a family development.

113

Innovative Housing Programs

We use HUD 184 to build 2-4 Plex workforce housing for those who we consider essential to our community (over 80% AMI, younger workforce, teachers, nurses, etc.)

114

Innovative Housing Programs

We build mixed-use housing to offer incubator space for small business and provide for services that may be needed in the community.

115

Innovative Housing Programs

We develop through a community development lens that focuses on what the neighborhood needs so we don't just build for building sake. The need for housing is very high. But we want to respond to what our families need today ... that's why we are offering such a wide range of rental housing.

116

Innovative Housing Programs

We no longer build for homeownership because it is not affordable here. The subsidy on a single family home basis is so high that we would never be able to meet the need if we built one home at a time.

117

Innovative Housing Programs

- Through our CDFI, we offer HUD 184 loans and combine with Federal Home Loan Bank NAHI grants
- We also offer Individual Development Accounts (IDA) to prepare our families for home ownership
- We partnered with a local non-profit to provide small business training and on-going support while we provide micro-loan support through our CDFI.

118

Innovative Housing Programs

We often partner with other organizations to do the work we don't do well. As an example, we built and own the local homeless shelter, but we don't operate the related program. Instead, we partnered with another organization to provide the program. We offer a very small sub-grant to them to provide case management and support to move into permanent housing.

119

Innovative Housing Programs

We also provide fee-based project management services to other organizations that serve Alaska Native people. Recently, we provided project management to help our Tribal Council build a drug/alcohol recovery center for a fee that helps us fill funding gaps in our developments/services.

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Innovative Housing Programs

- We offer a small sub-grant to a local youth homeless shelter to provide support to move into permanent housing.
- (In one year, using a \$75k grant, we connected more than 60 youth to permanent housing -- most in our own housing.)

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Innovative Housing Programs

We are very focused on housing production, weatherization, mold prevention, rent-ready curriculum and homeownership through our CDFI. Our menu is limited so we can invest our resources and develop our capacity based on this limited menu. We want to be good at providing housing and not be distracted by other needs that can be provided through another entity.

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Development Tools

I suggest you request a pro forma spreadsheet from each State HFA since they allocate the LIHTC program. Alternatively, a local bank can also provide a non-subsidized spreadsheet that might be helpful. Our capital stacks tend to be 8-12 different sources that all drive a variety of financial analysis based on points or funding preferences.

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RENT STRUCTURES

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Rent Structures

Our rent structures will generally be driven by market surveys conducted by a funder that provide a cap to the rents. We generally develop a minimum rent with the intent of connecting clients to rent subsidies to fill the gaps.

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OTHER PRACTICES

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Other Practices

We use our NAHASDA funds for the horizontal component of the development (land acquisition, water, sewer, roads, etc.). investing the other non-NAHASDA funds in the vertical makes the building construction less regulated. We can then use our NAHASDA to follow our people through rent subsidies, credit repair, rent readiness, etc.

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GROUP ACTIVITY – PART I

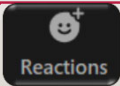

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Identify obstacles and barriers to rental housing development or operations that you may be aware of.

- Structuring Rents
- Financial
- Social
- Political

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CASE STUDY 2



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UNITS

- 2000 – **Twenty** 1937 Act Elder Housing units (Elders Low Income) - Name of Development **Elders I**
- 2004 – **Eighteen** NAHASDA Elder Housing Units (Elders Low Income) – Name of Development **Elders I**
- 2006 – **Thirty six** Low Income Family Housing Units- Name of Development is Family Housing (**Tilixam Circle**)

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UNITS

- 2007 – **Thirty six Low Income** Family Housing Units, **Thirty six Market Rate** Family Housing Units – Name of Development is Family Housing (**Raven Loop**)
- 2012 – **Twenty three** Elder Low Income Housing Units – Name of Development is **Elders II**
- 2014 – **Twenty** Low Income Housing Apartments – Name of Development is **Chxi Musam Illihi North**

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UNITS

- These units are all on trust land, and are duplexes, or apartment complexes.
- There was community planning on all of the Housing built after 2007, which included both a Steering Committee as well as Board of Commissioner Meetings. Possible prior too.
- They do have a TERO program that supplies some labor on all projects after 2012.

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UNITS

- Tenant receivables vary, but are kept to a minimum amount by using required Tenant meetings with staff as well as Social Services to mitigate problems before they become out of reach.
- They do have to evict on occasion, but prefer to use that as a last resort, and usually for other reasons than late rent.

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UNITS

- They do provide accommodations for disabilities in all of our rental projects.
- In addition all Elder Units are built as ADA Accessible from the start.
- They do a Housing Needs Assessment Survey every 5 years to determine where the needs are to focus on the most urgent.

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UNITS (Under Current Planning)

- **8** Low Income Units (two four-plex apartments) – Development will be Phase II Apartments
- **18** Market Rate Elder Units and **6** Low Income Elder Units – Mixed Community and will be called Elders III

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Policies

- When they put together a plan for a new development they use their current Admissions & Occupancy Policy that they follow for all of their rentals. While they may change a few minor things as per the type of housing, they use the same wait lists, and the same rental policy that they have in effect.
- As for the Mixed Income Development they currently have, as well as the planned one, they have a specific Market Rate Policy in place for that that has been developed and tested through the years.

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Reducing Operating Cost

A few minor changes to the plans were made, with the help of the architect, to improve maintenance.



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Elders Phase Two - 2002



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Elders Phase Two - 2002



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Elders Phase Two - 2002



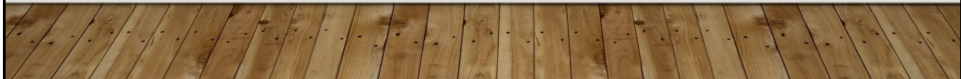
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Elders Phase Two - 2002



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Elders Phase Two - 2002



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Elders Phase Two - 2002



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Elders Phase Two - 2002



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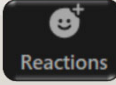



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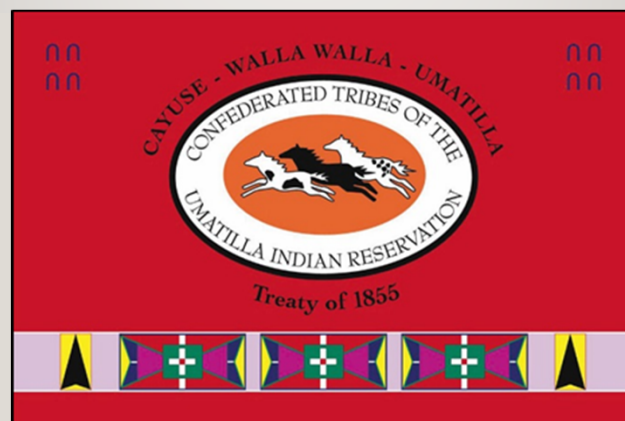
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CASE STUDY 3



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Units

- **140** income based rental units,
 - **58** are tax credit units;
 - **15** trailers are NON-HUD units;
 - **10** scattered homes;
- **140** are based on 30% of income;

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Units

58 are under the tax credit program and

- Have set very low rate for 1,2,3,4 bedroom
- Require about \$12,000-\$13,000 less income than the low income units
- Makes it very difficult to fill but they are at about **94%**

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Units

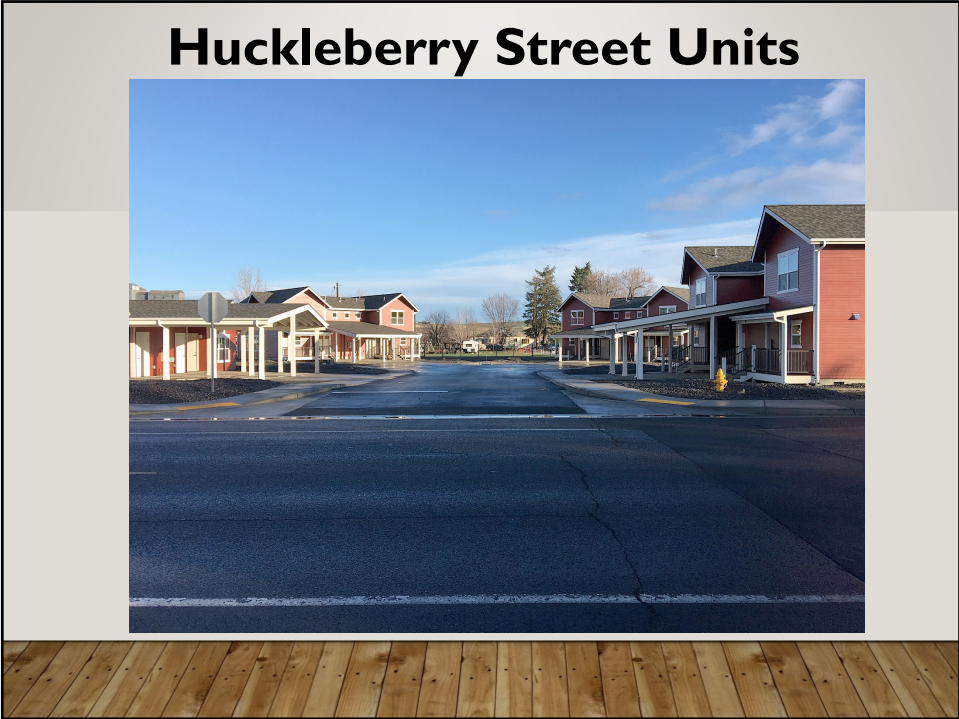
- **15 Trailers** are NON-HUD units owned by tribe and pay \$435 if they're tenants or if they own their own trailer which **6** are they pay only \$135 per month.
- **10 scattered** homes owned by tribe pay \$500 per month;

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Units

- **Huckleberry Street, 8 units**, is their latest development
- There are two elder units set at **\$430** per month plus **\$30** for garbage & the 3-bedrooms are **\$700** per month.
- All **8** units are full.
- These are income based below market rate.

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Elder Unit Emergency Flashing Light



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3 Bedroom Unit Kitchen



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Lessons Learned/Best Practices

Interview Question by Lisa Stewart, NWONAP, 2/2/2016

What advice would you give to other tribes/TDHEs doing development?

“Know your community needs, don’t make assumptions, go through your old rentals and list all things that work, things that do not, identify a need from your waiting list, your most common problems from past work orders and research for your budget to charge what is supposed to be charged and hope to break even.”

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GROUP ACTIVITY

Spotlight on next steps

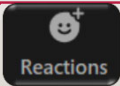

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GROUP ACTIVITY

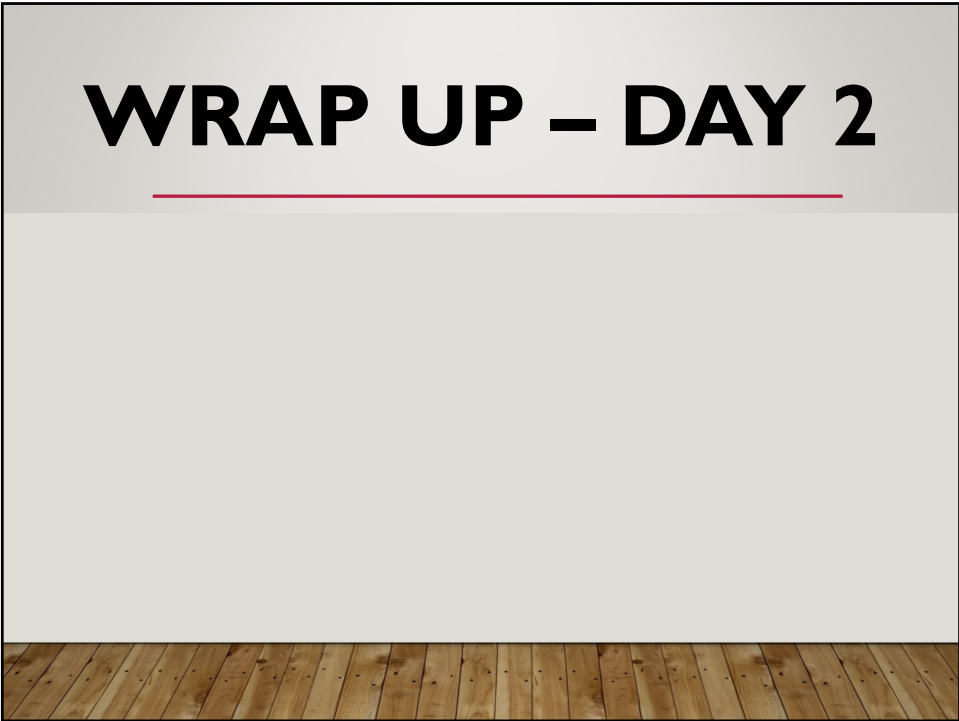
- Reflect, report back, plan and implement
- What are your takeaways?

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