Planning the Way
Toward a Strategic Future
for the
Charleston-Kanawha Housing Authority

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OVERVIEW OF THE PLAN

Introduction and Background

Charleston-Kanawha Housing Authority (CKHA) has provided decent, safe, & sanitary housing for low & moderate income residents for more than 75 years. It is the largest assisted housing agency in the State of West Virginia providing housing assistance for more than 4,400 families.

Primarily, Charleston-Kanawha Housing offers two types of housing assistance. Public Housing is made up of housing units located in developments owned and operated by Charleston-Kanawha Housing. Rental Assistance, HCV or Section 8, allows the tenant to find their own housing and Charleston-Kanawha Housing provides subsidy to the landlord.

The agency manages 12 developments, (8 family sites and 4 high-rises for the elderly and disabled) through the public housing program and administers Section 8 Housing Vouchers throughout Clay, Kanawha, & Putnam Counties.

“Planning the Way toward a Strategic Future for the Charleston-Kanawha County Housing Authority (CKHA) was developed by the consultants in conjunction with the executive team and the Board of Commissioners of Charleston-Kanawha Housing Authority. In preparing the plan, D L Morgan & Associates held on-site sessions with the executive staff and Board; viewed each property, reviewed alternatives, completed a SWOT analysis, reviewed financial impact, and further explored other strategies both inside and outside the world of HUD. In preparation for these sessions, D L Morgan & Associates conducted a review or needs assessments, performance reports, board reports, audit reports, previous plans, organizational reviews, demographic and financial reports on the properties and reports on the programs administered by CKHA. D L Morgan & Associates presented a draft report and then a final report that considers the unique positions and strategies for this agency in Charleston-Kanawha County, West Virginia.

The strategic plan includes several broad focus concepts on developments, programs, resident and community needs, the ever-changing funding environment, partnerships, etc; each of which is intertwined by an overarching program strategy within the basic concepts of the following:

- Maintain, improve and expand affordable housing in the operating area of CKHA

- Develop additional services/partner with agencies to serve CKHA residents
- Build a diversified business model for the agency
- Promote the opportunities and successes of affordable housing, and
- Strengthen and revise the organizational operations

These goals provide directional focus for the organization as a whole and form the basis for internal decision-making, site repositioning, development priorities, and programming of the basic functions of the CKHA. It is hoped that the strategies within each goal will help Charleston-Kanawha Housing Authority maintain and articulate a clarity of purpose while effectively and innovatively addressing the needs of residents of Charleston-Kanawha County, especially low- and very-low income individuals and families that still remain unable to access quality, affordable housing.

The plan also includes management focused on areas of sustainability, structure of programs, strategic innovation, success, and supportive tools as it works with the related goals and recommendations affecting internal operations. These management goals are specifically designed to support Charleston-Kanawha Housing Authority leadership as it sets priorities to implement the programmatic goals, while stabilizing the programs, focusing on available resources, and growing the agency to meet the mandate of the mission. Within each of the management or program goals are tactics that provide more detailed direction and recommendations (suggestions to help Charleston-Kanawha Housing Authority achieve the broader goals).

The Strategic Planning Goals within the Specific Property Need and Plan is more detailed than other goals in order to lay the groundwork for a new identity, program redevelopment, alternative strategies to provide affordable housing, and retooling the programs in the delivery of services toward the adoption of the Plan. It is also more detailed so that it can lay the foundation to allow the Agency to use either in-house professionals or obtain outside consultants to assist in the process.

Some of the goals outlined in this plan require dedicated funding to enact the strategies necessary to achieve particular objectives. As a public agency, Charleston-Kanawha Housing Authority works in a challenging funding environment – (and as in any moment in time) within a particularly volatile economic climate. The management or development goals within this plan address some beginning steps that the organization should take to strengthen the organization's position and to enable it to better meet the goals of the plan. A more specific comprehensive financial strategic funding plan will be necessary to be considered to support some of the more specific program goals and objectives sought by the Housing Authority as it works to create vibrant communities throughout Charleston-Kanawha County.

Organization of the Plan

The plan is divided into four main sections:

- **Introduction and Background** includes an explanation of the process and methodology used to determine the goals; a summary of the findings and context surrounding the plan's development; and other information that sets the stage for the plan's content.

- **Strategic Plan Mission, Vision, and Values** which were developed, refined, and confirmed during the planning process.

- **Specific Property Need and Plan** includes the core areas of the operation of public housing and retooling the developments for the future. This further involves place, people, public resources and partnerships. These themes evolved naturally from the analysis and discussion embedded in the planning process. They provide directional focus for the agency as a whole and form the basis for an internal framework for value-based decision making and prioritizing of actions related to site re-development and programming or reprogramming. Each site was reviewed and then related to an action/goal for each property to include the possibilities of:

    - Maintain- keep things under the current program and continue to maintain the housing stock
    - Conversion- convert to other forms of assisted housing or other programs without substantial rehabilitation
    - Reposition- reposition through RAD PBV, RAD PBRA, Section 18, Vouchering Out, or other alternatives allowed by HUD with the additional possibility of using LIHTC
    - Demolition- reduce the number of assisted housing and replace with housing with alternative forms of assistance
    - Other alternatives- explore other opportunities for delivery of housing

- **Management Goals** relate to internal operations and organizational capacity needed to support and implement program goals.

Moving Forward (Phases)

The next step is the creation of an "implementation plan" to provide a more detailed roadmap for tackling each of the goals. We provided a broader goal set for each year during the next five years. 10 years, and 15 years. This is a task that will be expanded upon by each department. It is also important to coordinate the action plan so that the agency moves forward as a unified whole, understanding the core elements and broad goals of the plan and its impact on each program. It is recommended that the executive staff from each department meet monthly to act as a small implementation committee and charged with the continued development of program achievable sub-goals to be accomplished in order to keep the agency focused and on-task with the strategic plan. These staff will act as the agency's "planning committee" for the coming years.

Additionally, each department should review the goals of the plan and determine how and what it will do to support achievement of the goals. The management of the agency, along with the Board, needs to ensure that the tasks set forth will be feasible for the Housing Authority given existing resources and prospects for future funding. The implementation plan should include regular reviews of the goals and sub-goals to determine continuing relevance and to assess Charleston-Kanawha Housing Authority's achievements.

The strategic plan is not (and does not include) a "checklist" of items to be accomplished over a specific period of time. Rather the plan is an overarching document with goals, themes, strategies, and tactics interwoven to create what might be considered a "quilt" that can guide the development and prioritization of activities that will support the overarching goals. The implementation plan is critical to the agency's successful achievement of its goals and its mission. This is where specific activities, designated responsibilities, tasks, and timelines should be delineated and prioritized; and where responsibilities are clearly designated.

Once the Strategic Plan is adopted, the original tasks outlined in the scope of services for the facilitation by the outside consultants will have been met. However, the consultants will continue to be available to meet with the leadership of the Housing Authority to consider the overarching priorities of the next five years and continue to develop a framework for actions to be achieved in the upcoming periods. This helps form the backdrop for the implementation plan that will be continually redeveloped and monitored by staff and the Board.

Population Trending in West Virginia

In determining the recommendations for housing, we must consider larger issues that can impact the housing programs. West Virginia is one of only two states to lose population in the last 10 years, according to recently-released data analysis by the non-profit The Pew Charitable Trusts. According to census data analyzed by Pew, West Virginia has lost about 34,500 people since 2008. Over the last decade, the data showed West Virginia's population dropped two-tenths of a percent each year on average.

"A shrinking or slow-growing populace can be both a cause and an effect of weakened economic prospect," the authors stated. "Though a smaller population can lead to a reduction in some types of spending, it also means there are fewer residents to help cover the costs of long-standing commitments, such as debt and state employee retirement benefits."

For decades, people have been moving away from states in the Northeast and Midwest toward warmer regions with better employment opportunities and lower costs of living. West Virginia is also distinctive in that the state sees more deaths than births, and "has recorded population losses for the past six years" according to the analysis. Nationwide, U.S. population growth has slowed. The Census Bureau expects population trends to continue downward citing low birth rates, aging baby boomers and slowing immigration.

This statistic is further supported by a report completed by West Virginia University titled "Population Trends in West Virginia through 2030". Specifically, the Executive Summary report includes the following findings:

- In contrast to the relatively healthy population growth enjoyed through most of the 2000s, **West Virginia's population is experiencing a sustained decline since 2016.**

- Overall, we expect the state to lose nearly 19,500 people (or 1.05 percent) between 2010 and 2030.

- West Virginia expects that this population loss will result primarily from natural population decline in which births fall short of deaths as the population ages.

- While natural population decline is highly likely, **much uncertainty exists around population migration patterns in the coming decades**. While we expect that any future gains from net migration will be outweighed by natural population decline, our forecast related to migration growth is not certain. Public and business policies have the potential to affect migration patterns and positive shocks – such as the development of an ethane cracking facility in the state – have the potential to significantly improve migration patterns.

Aging

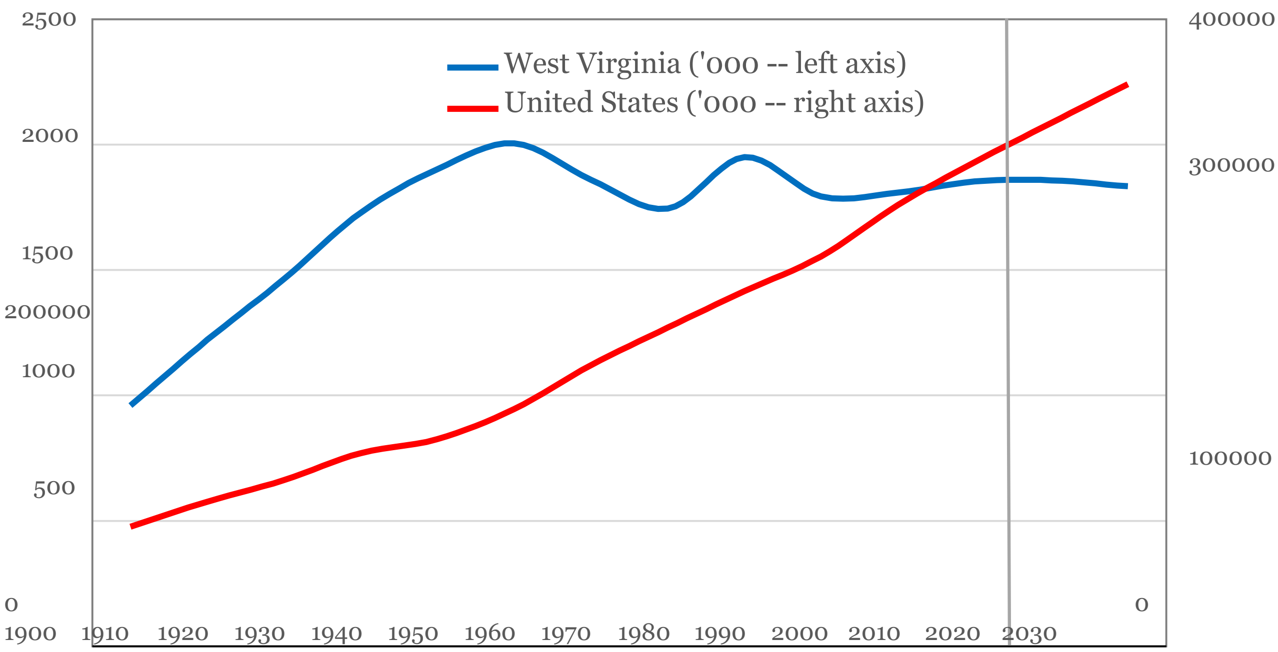
- West Virginia's population is expected to age at a rate that exceeds that of the nation.

Overall, the share of the state's population that is over age 65 is expected to grow to 22.9 percent, up from 16.0 percent in 2010. Correspondingly, the share of the state's population that is of prime working age (age 25-44) is expected to decline to 23.3 percent by 2030, down from 24.7 percent in 2010.

Regional Population Change

- The state is expected to continue to see a shift in its population toward its north- central and north-east regions in coming years. We expect population growth in 11 counties in coming years. Among these, three-Berkeley, Jefferson, and Monongalia-are each expected to add more than 10,000 residents between 2010 and 2030. Forty-four of the state's 55 counties are expected to lose population between 2010 and 2030 at varying rates. Specifically, Kanawha County is expected to lose population in the next 10 years.

Figure 1: West Virginia and US Population, 1900 to 2030

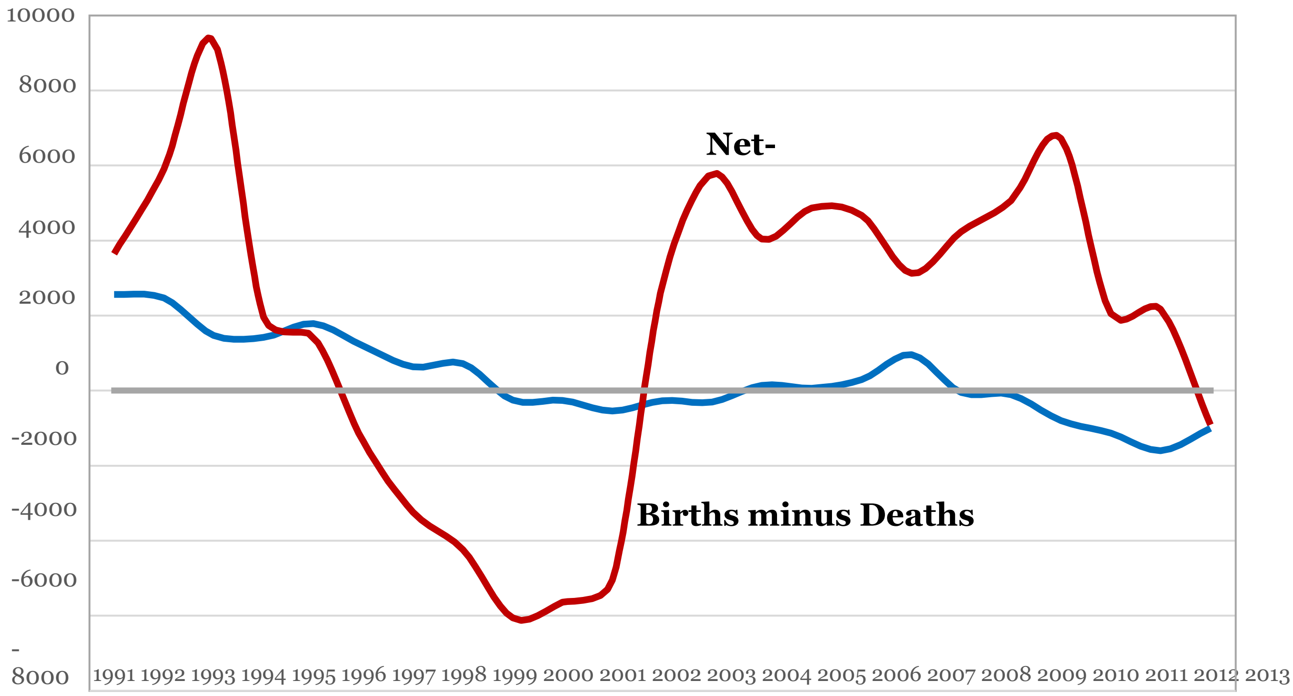


Sources: US Census Bureau; author's calculations.

Two fundamental components drive overall population change: natural change (births minus deaths) and net migration (in-migration minus out-migration). In the next figure, we illustrate these trends in West Virginia over the past two decades. As illustrated, natural population growth diminished over the 1990s such that it was virtually zero for most of the 2000s. Since

2009, natural population growth has been negative, meaning that deaths now outnumber births in the state. Births fell short of deaths in the state by 1,016 in 2013. Despite slight improvement in the rate of natural population decline in 2013 over the previous year, an overall natural population decline is expected to continue for some time and even accelerate as the state's population continues to age.

Figure 2: Components of West Virginia Population Growth, 1991-2013



In the report. they illustrate the broader shift in the state's population across regions within the state according to the projections. As illustrated, Southern West Virginia and the Northern Panhandle will suffer the largest losses in terms of their share of the state's population. Central West Virginia, the Metro Valley, and the Potomac Highlands will decline slightly as a share of the state's total population. These losses will correspond to a growing share of the state's population in Mountaineer Country and in the Eastern Panhandle. Kanawha is expected to lose population during these times.

The Strategic Plan for the Charleston-Kanawha Housing Authority

Over these past seven decades, Charleston-Kanawha Housing Authority has been flexible in adhering to complex and demanding government mandates, while continuously attempting to meet the housing needs of Charleston-Kanawha County's diverse communities. As the agency looks to the future, it will continue to need to consider ways to advance its work by growing programs strategically; by maximizing the potential of its resources – increasing its effectiveness and expanding its capacity – and by responding appropriately to the specific issues facing the ever-changing communities of Charleston-Kanawha County.

Timing for this *comprehensive* strategic plan, which begins as we start the second ten years of the 21st Century (2020 - 2025) – comes at a poignant moment for the nation, state, and region as well as for the Housing Authority. the Agency is poised, ready and anxious to continue the changes begun over the past ten years in transforming the agency away from just managing traditional Public Housing and the traditional Tenant-based Housing Choice Voucher Program.

Charleston-Kanawha Housing Authority has dedicated valuable energy and resources into this important planning process, through which it has considered the many ways in which it can play a greater role in securing a better future for families and for the under-served communities of Charleston-Kanawha County – by focusing on strategies that develop and maintain quality affordable housing, by identifying ways to engage residents in their communities and beyond, by highlighting how to energize the broader community to engender public will, and by creating policies and programs that can strengthen a strategic array of partnerships and alliances, thus to create and sustain vibrant affordable well managed communities throughout Charleston-Kanawha County.

The Strategic Plan

Charleston-Kanawha County Housing Authority

Vision

Charleston-Kanawha Housing Authority, by adhering to our guiding principles, will continue to be the leader in providing and supporting quality affordable housing desired by individuals and families in our market area.

Mission Statement

Charleston-Kanawha Housing Authority's mission is to provide every resident with a decent, safe, affordable place to live, while linking or providing programs that will assist them on their journey to self-sufficiency.

Guiding Principles

Charleston-Kanawha Housing Authority Guiding Principles will be as follows as we endeavor to:

- Deliver a mix of housing products that are desirable, dependable, decent, and safe.
- Work as a team with highly skilled and engaged staff that are caring, responsive, and practice integrity by doing what they say they will do.
- Take seriously the CKHA role in filling gaps in housing for those less fortunate due to low income or other circumstances.
- Foster quality of family life by helping to meet social needs through appropriate avenues.
- Champion assisted housing for those with various forms of housing needs and foster mobility for self-sufficient living circumstances.
- Strive for low-density housing that blends with existing neighborhoods and communities rather than stand-alone, isolated, high density projects.
- Be fiscally sound in all we do and operate efficiently with an empowered continuously-trying-to-improve organizational culture.
- Become desired housing by putting the customer first through excellent customer service that fully and fairly meets the needs of residents.
- Encourage residents to become economically independent and socially responsible to the community.
- Build entrepreneurial spirit and cultivate innovation in our business plans and in all our communities

In pursuing the guiding principles CKHA will be working towards accomplishing our vision and mission. The plans, goals and objectives, statements, budgets, policies, etc. set forth in the plan are all geared towards this mission and, when taken as a whole, outline a comprehensive approach with our Guiding Principles that are also consistent with the Consolidated Plan and this Strategic Plan.

Strategies

To accomplish its mission, over the coming years, the Charleston-Kanawha County Housing Authority plans to focus on some primary strategies, as it works toward its broad, community-building mission:

- Develop and maintain **quality affordable housing** for low-income residents throughout the city and county.
- Design, implement, and sustain **exceptional programs** that invest in residents (and other program participants) to become self-sufficient (through an array of educational, employment, and economic platforms).
- Lead, encourage, and build **partnerships** with local, regional, and national organizations to promote policies that build community; that increase and enhance, affordable housing options; and that provide programs that reflect and support the needs of housing participants.
- Generate **public will** to address the housing needs of low-income households in Charleston-Kanawha County (and throughout West Virginia) by contributing to effective national and statewide efforts advocacy efforts in the community and provide leadership on connecting affordable housing programs.

The highlights of the plan include:

- Maintain, improve and expand affordable housing in the operating area
- Develop additional services/partner with agencies to serve our residents
- Build a diversified business model for the agency
- Promote the opportunities and successes of affordable housing
- Strengthen organizational operations

Strategic Goal: Maintain, Improve and Expand Affordable Housing in the Operating Area

- **Expand the Supply of Affordable Housing**:
    - CKHA seeks to develop a Strategic Housing Plan for maintaining and improving

its existing housing portfolio and to seek opportunities to develop new housing to meet the needs of the community.

- Apply for additional rental vouchers when funding is available including the use of Tenant Protection Vouchers or increasing project-based vouchers or tenant-based vouchers.
- Reduce public housing vacancies: goal is to have 98%+ adjusted occupancy rate at each fiscal year's end and begin the steps to explore repositioning public housing to compete in the changing market.
- Leverage private or other public funds to create additional housing opportunities: Explore, tax credits, capital funds and alternative funding sources for public housing conversions to project-based vouchers through the Rental Assistance Demonstration (RAD) program, Section 18, vouchering out or any other methods as allowed by HUD, and/or borrowing to upgrade, renovate, reduce density, and/or remodel Orchard Manor, and other PH facilities.
- Acquire or build units or developments; strategically replace other funded housing including through Low-Income Housing Tax Credits to build additional housing/affordable units.
- Designate tenant-based vouchers as project-based vouchers when appropriate up to the maximum levels as authorized by HUD.
- Increase homeownership opportunities through the Housing Choice Voucher and other funding sources contingent upon interest, funds, and resources.
- Enter into partnerships with other housing agencies to maximize resources in the management of housing stock.
- Redirect funds as needs dictate (and as funding permits) from the "Reserve Funds" for development of new affordable housing.
- CKHA may partner with City of Charleston Land Reuse Agency to acquire and expand affordable housing.
- Modifications to unit mix to better meet the changes in the community
- Include an analysis of the Faircloth limit on conversions to increase allocations of vouchers (approximately 423 vouchers).
- Complete an analysis on the Capital Fund programs interface with RAD- because of the pledging of CAP Funds to future allocations

- **Improve the Quality of Assisted Housing:**
  - Explore opportunities through Moving to Work (MTW) for the Agency.
  - Improve public housing management: (PHAS score): Maintain 90%+ for end of each fiscal year and continue to address alternative measures for performance of

properties.

- Improve or maintain excellence in voucher management: (SEMAP score): Maintain 90%+ for end of each fiscal year.
- Increase customer satisfaction by streamlining processes and training staff in quality service principles, and though promotion of additional services based on family needs.
- Concentrate on efforts to improve specific management functions such as public housing finance; voucher unit inspections, etc.
- Continue to automate the property inspection process to improve efficiency.
- Renovate or modernize public housing units: via Capital Grant Program, Replacement Housing Funds, tax credits, bond-financing, public housing conversions to project-based vouchers, and/or other forms of borrowing, etc.
- Demolish or dispose of obsolete public housing: redevelop housing units as addressed through the strategic plan, specifically focusing on Orchard Manor public housing units for a partial demolition to reduce density.
- Provide replacement public housing: Continue to leverage Replacement Housing Funds allotment to build additional new units.
- Provide Tenant Protection Vouchers or project-based vouchers , especially in the event of any demolition.
- Completely revitalize the oldest Charleston-Kanawha Housing Authority developments; disposition to Charleston-Kanawha Housing Authority related "development entity" (i.e., Housing Innovations Corporation); demolition of units; and, construct new affordable housing units.
- Revitalize public housing at Orchard Manor and other locations in accordance with the strategic plan.
    - Using in-fill, homeownership, replacement housing, LIHTC to finish the redevelopment of Orchard Manor
- Making the inspection process more efficient by having HCV owners self-certify completion of minimal, nonlife-threatening violations without having a re-inspection.
- Continue to participate in HUD's Uniform Physical Condition Standards – Voucher (UPCS-V) demonstration program for inspection of HCV assisted units. End the biennial inspection process and return to annual inspection for all units to increase quality of the living conditions.
- Establish a policy that CKHA Public Housing tenants or Housing Voucher participants who are removed from either program for cause (lease or program

violations) will be ineligible to apply for assistance to either program for one year after being vacated.

- **Increase Assisted Housing Choices:**
  - Provide voucher mobility counseling: To encourage location in higher income areas.
  - Conduct outreach efforts to potential voucher landlords: To secure additional landlords to participate in voucher program and to provide additional affordable housing stock.
  - Increase voucher payment standards as needed to reflect market conditions.
  - Implement voucher homeownership program: 5+ units in 5 years and dovetail HCV Homeownership into development of other homeownership opportunities being undertaken by the CKHA.
  - Implement public housing or other homeownership programs: 5+ units in 5 years.
  - Continue with public housing site-based waiting lists (for public housing and for LIHTC projects).
  - When feasible, convert public housing to project-based vouchers through the Rental Assistance Demonstration (RAD) program as outlined in the Strategic Plan.
    - Specifically- the focus will be RAD PBV, Section 18, Streamlining whenever possible coupled with the LIHTC on properties needing physical improvements.
    - Increase choices of housing through PBV RAD and the choice mobility function that is available after the units are converted to PBV RAD.
    - Retool and re-train staff on PBV RAD and differences between regular PBV and PBV RAD rules
  - Initiate a homeless preference to be extended to those individuals who meet the HUD definition (PIH 2013-15) and which meet admission criteria detailed in the ACOP and HCV Administrative Plan.

Strategic Goal: **Develop Additional Services/Partner with Agencies to Serve Our Residents**.

- **Provide an Improved Living Environment**:
  - Implement measures to de-concentrate poverty by bringing higher income public housing households into lower income developments: Marketing, modernization, reducing density, new units, bond-financing, public housing conversions to project-based vouchers, other forms of borrowing, etc.
  - Implement measures to promote income mixing in public housing by assuring access for lower income families into higher income developments: Assigning units as available.

- Implement public housing security improvements: Continue to implement security, safety, and prevention improvements (i.e., upgrade security cameras, police focus patrols, fencing, density considerations, tenant screening, etc.).
- When possible, designate developments or buildings for specific resident groups (elderly, persons with disabilities, elderly-only, elderly/disabled, etc.).
- Currently, Lippert Terrace and Jarrett Terrace are designated for elderly only; continue to request from HUD renewals of these designations. Request elderly designations for Carroll Terrace and Lee Terrace if interest and demand supports it based on aging-in-place considerations and best use to address needs. Currently the trending models show a continued growth for West Virginia in these areas.
- Convert/combine efficiencies to 1-BR units at Jarrett Terrace and Carroll Terrace.
- Develop/implement a menu of amenities and services to enhance the quality of life.
- Develop incentives for more working families.
- At selected developments, designate areas on the property for residents to walk their pets.

- **Promote Self-Sufficiency and Asset Development of Assisted Households**:
    - Increase the number and percentage of employed persons in assisted families by 5%.
    - Provide or attract supportive services to improve assistance for recipients' employability: Create FSS programs with linkages to supportive services.
    - Provide or attract supportive services to increase independence for the elderly or families with disabilities: Continue Senior Coordinator for Public Housing (SCPH) program which provides support and linkages to related services and the Family Service Coordinator position for Public Housing program in family developments.
    - Partner with organizations to promote early childhood development or day cares on-site at family sites whenever possible.
    - For the assisted housing programs, require that the resident and/or participant agree to participate in "Financial Literacy" training as part of any repayment agreement.

- **Ensure Equal Opportunity and Affirmatively Further Fair Housing:**
    - Undertake affirmative measures to ensure access to assisted housing regardless of race, color, religion, national origin, sex, familial status, sexual orientation, and/or disability.
    - Undertake affirmative measures to provide a suitable living environment for families living in assisted housing, regardless of race, color, religion, national origin, sex, familial status, sexual orientation and/or disability.

- Undertake affirmative measures to ensure accessible housing to persons with all varieties of disabilities regardless of unit size required.
- To continue affirmative measures to meet Fair Housing objectives.
- In consideration of the Violence Against Women Act (VAWA): do not deny access to or evict from public housing victims VAWA solely related to their being abused – encourage property owners renting to families with Section 8 Housing Vouchers to do the same; bifurcate (to divide) the lease to remove a lawful occupant or tenant who engages in criminal acts of violence to family members or others without evicting victimized lawful occupants; honor court orders regarding rights of access or control of the property; maintain victim confidentiality; place offenders on No Trespassing List; and, refer victims to Agencies related to domestic violence. However, this is not to prohibit eviction or termination for other good cause or for an actual and/or imminent threat to other tenants or those employed if the tenant remains. Provide for an emergency transfer policy in accordance with HUD regulations.
- Identify and implement new ways for residents to pay monthly rent and other charges through automatic bank account withdrawals, on-line payments and debit card payments at the administrative office.
- Follow Uniform Relocation Act (URA) guidelines for relocating residents affected by demolition and redevelopment activities.

Strategic Goal: Build Diversified Business Model

- Establish an affiliate organization for entrepreneurial activities to provide additional revenue opportunities to fulfill housing mission.
- Establish partnerships with smaller housing authorities.
- Pursue future funding opportunities. Objective: Explore opportunities to obtain at least $250,000 in actual grant dollars per year.
- Develop a plan to achieve a self-sustaining financial condition by FYE 03/2024.
- Develop and utilize commercial property space purchased along with CKHA's new administrative building.
- In conjunction with Housing Innovations Corporation (HIC); apply for the Project-Based Contract Administrator contract to oversee the project-based voucher contracts of HUD's Multi-family developments in West Virginia.
- Enter into private management contracts for rental housing.

Strategic Goal: Promote the Opportunities and Successes of Affordable Housing

- Make the larger community aware of CKHA's Mission
- Increase public awareness and support of agency and resident successes.
- Reinstate the Housing Hall of Fame.
- Train/educate community about the programs CKHA offer with an emphasis on landlords.

Strategic Goal: Strengthen Organizational Operations

- Develop a succession plan to address staff turnover and retirements.
- Identify new methods to recruit/attract qualified staff.
- Review staff compensation and benefits model to retain and attract qualified staff.
- Promote value of staff work and foster an environment of teamwork.
- Continue to identify ways to reduce expenses:
  - Where determined prudent, feasible, and/or necessary, convert developments to tenant-paid utilities.
  - Adjust tenant-paid maintenance charges for labor based upon actual costs
  - Pay utility reimbursement payments (URP) for public housing and HCV participants directly to appropriate utility company or issue on debit cards, replacing all paper check payments.
- Issue a Request for Proposals for a new telephone system that will include remote sites.
- Update Disaster Preparedness Response Plan.
- Revision of Integrated Pest Management Policy to specifically address bed bugs.
- Revision of move-out procedures regarding the forecasting of maintenance charges.
- Revision of Emergency Work Order protocol during normal business hours and after hours.
- Revising the Transfer Policy for Public Housing or Project-Based units
- CKHA intends to review and revise management policies in the Public Housing Admissions and Continued Occupancy Plan (ACOP) and the Housing Choice Voucher Administrative Plan to bring them in compliance with regulations and to improve the efficiency of operations of both programs as a cost containment measure.
- Develop a management plan and statement of procedures for interface between HCV PBV RAD properties and Management of the properties
- Once an applicant is housed, whether in a property managed by CKHA or

Housing Innovations Corporation (HIC), applicants will be positioned on the waiting lists in accordance with regulations.

- Revise Procurement Policy to comply with WV State Law and Federal Regulations.

Phasing of the Strategic Plan

Everything cannot be done as a priority 1 item and the CKHA has set forth an aggressive plan to accomplish a number of multiple activities in a five-year period. Some of the items will lend themselves to conditions that are further programmed over 10 to 15 years. Therefore, CKHA has placed items into three phases that will be earmarked for Phase 1, Phase 2 and Phase 3, with Phase 1 as being the first items to be addressed.

Phase 1 (1-5 years)

Phase 1 items will include the following:

- Explore the conversion of CRH 1 (44 units), CRH 4 Orchard Elderly (12 units), and CRH 6 (23 units) of public housing to the RAD PBV program. After conversion and within the next 3 years, the CKHA may then explore any additional debt financing or other sources of funding available to these non-public housing units such as new financing for rehabilitation under the LIHTC program. The units currently are under the LIHTC program and CRH 1 is set to expire in 2022.
- Complete the application for the demolition of 16 public housing units in Orchard Manor and seek TPV tenant-based vouchers as a method to assist any of the families that would be displaced as a result of the demolition.
- Apply for a RAD Conversion under Section 18 for the scatted site units with 4 units or less in the building under the disposition of public housing property using Tenant Protection Vouchers as a method of continued assistance (PIH 2018-04), The CKHA estimates there to be approximately 29 units that meet this definition. Based on limited availability of TPV funding, HUD is limiting the maximum TPV awards for disposition based on improved efficiency of effectiveness under Section 3) A.2 or 3) A.3.d. of PIH Notice 2018-04 to 25 percent of the occupied units at the project. However, even if a PHA is not eligible to receive TPVs in a SAC-approved disposition, the PHA must still comply with relocation requirements of 24 CFR 970.21. In this case, scattered sites conversion is not a category that limits TPVs to 25%, however, the CKHA should be prepared to address the issue should HUD limit the TPVs on these units or the CKHA have vacancies at that time. If authorized by HUD, the CKHA will use the Replacement

Housing Fund balance of $128,062 and $37,392 for needed modernization as a part of the conversion.

- CKHA should provide for the possibility of needing to allocate up to 20% of the current voucher allocation to potentially being used for PBV. Once permission is obtained from HUD, the competitive advertisement should provide for maximum flexibility to consider projects (new construction, substantial rehabilitation, or existing) for up to the next 3 years.
- Continue with the scheduled modernization activities on remaining public housing, including the completion of modernizing Jarrett Terrace and converting efficiencies to 1-BR units- 3 floors remaining. The Capital Funding Program will continue to be programmed on public housing for upgrades and improvements to existing housing stock.
- The CKHA will continue to explore exit strategies for exiting the developer from existing LIHTC programs as they continue to reach the 15-year tax credit period. The properties will be reexplored for continuation as affordable housing programs in the area.
- CKHA will explore acquisition and/or management of other alternative affordable housing in the area, especially in relationship to the repositioning of public housing or the other assisted housing portfolio. In all acquisition proposals, CKHA will not assign Project Based Vouchers until after a property has been acquired by CKHA or an affiliate organization.
- Develop or utilize an affiliate organization if necessary for development or management initiatives.
- Continue to explore opportunities for changes in the portfolio on South Park and Carroll Terrace in repositioning strategies.

Phase 2 (5-10 years)

Phase 2 items will include the following:

- Explore the conversion of the balance of the tax credit public housing portfolio to the RAD PBV program.
- Make final determinations on repositioning Carroll Terrace- hold, sell, convert, mixed income, condos, homeownership, market rate, reduced density, etc.
- Make final determinations on actions associated with South Park on partial demolition, full demolition, property reconfiguration, etc.
- Explore methods to substantially rehabilitate Orchard Manor through alternative funding

sources such as the LIHTC and placing the balance of the units under the PBV program.

- Apply for a RAD Conversion under Section 18, RAD PBV, voluntary conversion or other allowable repositioning activities for the elderly or elderly/disabled developments at Lee Terrace, Jarrett Terrace, and Lippert Terrace and the family sites at Hillcrest and Oakhurst. If converted, the CKHA will retain elderly only status on properties that currently are approved for that status.
- CKHA will continue to provide for the possibility of needing to allocate up to 20% of the current voucher allocation to potentially being used for PBV. The competitive advertisement will provide for maximum flexibility to consider projects for up to 3 years.
- CKHA will continue with the scheduled modernization activities on remaining public housing, including completion of many capital items to further position the properties for the conversion with a minimal amount of new debt. The Capital Funding Program will continue to be programmed on public housing for upgrades and improvements to existing housing stock until other actions or conversions can be completed.
- The CKHA will continue to explore exit strategies for exiting the developer from existing LIHTC programs as they continue to reach the 15-year tax credit period. The properties will be reexplored for continuation as affordable housing programs in the area.
- The CFFP obligation will be further reviewed for potentially early pay-off or at a minimum will expire in 8/1/29

Phase 3 (11-15 years)

Phase 3 items will include the following:

- Explore converting any remaining tax credit public housing units in the portfolio to the RAD PBV program.
- Apply for a RAD Conversion under Section 18, RAD PBV, voluntary conversion or other allowable repositioning activities for the family sites at Dunbar and Rand and any remaining public housing that the CKHA will retain.
- CKHA will continue to provide for the possibility of needing to allocate up to 20% of the current voucher allocation to potentially being used for PBV. The competitive advertisement will provide for maximum flexibility to consider projects for up to 3 years.
- CKHA will continue with the scheduled modernization activities on remaining public housing, including completion of many capital items to position the properties for the conversion with a minimal amount of new debt. The Capital Funding Program will continue to be programmed on public housing for upgrades and improvements to existing housing stock until other actions or conversions can be completed.

- The CKHA will continue to explore exit strategies for exiting the developer from existing LIHTC programs as they continue to reach the 15-year tax credit period. The properties will be reexplored for continuation as affordable housing programs in the area.

Capital Fund Financing Program (CFFP)

CKHA participated in the CFFP program and pledged future capital against a loan in order to make improvements to public housing at an earlier date. The CKHA has an annualized debt payment of $394,638 pledged from the Capital Funding Budget allocation from HUD from a total Capital Fund Budget ranging from 1.7 to 2.5 million dollars. The CFFP will be paid with a final installment due 8/1/29. The smaller conversions such as the tax credit public housing properties will have lesser impact than the larger older properties that generate substantial funding under the CFP formula.

Any PHA with a CFFP obligation may apply for RAD. Some CFFP debt will not require any change in the structure or form of the CFFP obligation. In other instances, HUD will work with the PHA, following CHAP issuance, to attempt to develop a payment strategy to discharge either all or a portion of CFPP debt with eligible sources of pre-payment funds, which could include Capital Funds, Operating Funds, or funds proceeds from the RAD transaction, if structured appropriately.

Under the Capital Fund Financing Program (CFFP), a PHA may borrow private capital to make improvements and pledge, subject to the availability of appropriations, a portion of its future year annual Capital Funds to make debt service payments for either a bond or conventional bank loan transaction.

Written HUD approval is required for all Capital Fund financing transactions which pledge, encumber, or otherwise provide a security interest in public housing assets or other property, including Capital Funds, and use Capital Funds for the payment of debt service or other financing costs. In order to receive HUD approval, a PHA must submit a financing proposal that includes a term sheet, financial documents, and a justification for the use of Capital Funds for financing.

General guidelines for the CFFP program include:

1. **Approval** - PHAs must request approval from the Deputy Assistant Secretary, Office of Public Housing Investments.

2. **CF Pledges** - Generally no more than 33% of the PHA's current annual CF grant adjusted for any proposed or planned demolition or disposition or other activity that would result in a reduction of the PHA units count or otherwise reduce CFP Funds appropriated or available to the PHA such as a voluntary compliance agreement. All pledges are subject to the availability of appropriations. A PHA may pledge up to 100 percent of any projected replacement housing factor (RHF) grants for debt service payments, provided that not more than 50 percent of its overall projected Capital Fund grants (including formula funds and RHF funds) are pledged.

3. **Term** - Generally, no more than 20 years.

4. **Public Housing Requirements** - Since the proceeds from a CFFP transaction are generated via the pledge and use of Capital Funds, HUD considers CFFP Proceeds to be, for all intents and purposes, Capital Funds. PHAs pursuing any type of CFFP transaction must follow all statutory and regulatory requirements related to the Capital Fund Program in regard to the development and implementation of their CFFP Proposal. The financing is subject to mandatory prepayment prior to the obligation end date and expenditure end date of the CFFP proceeds to the extent necessary for the CFFP proceeds to comply with section 9(j) of the 1937 Act (42 U.S.C. 1437g(j)).

5. **Public Housing Assessment System (PHAS) Designation** - Generally a PHA should be designated at least a Standard Performer under PHAS (24 CFR 902) and at least a standard performer on the financial and management indicators. HUD will consider request from troubled PHAS if they are able to demonstrate adequate management and financial capability and controls to successfully undertake it's CFFP.

In order to be considered for RAD or other potential conversion strategies, the CKHA must demonstrate the ability to fulfill the commitment on the CFFP. Specifically, the RAD program under PIH 2019-23 rev 4 requires the following:

Existing PHA Indebtedness and Contractual Obligations. A PHA must address in its Financing Plan the amount of project debt associated with the Converting Project prior to conversion, including energy performance contracts, **Capital Fund Financing (CFFP)**, Operating Fund Financing, Public Housing Mortgage Programs are, program debt (including ongoing repayment agreements related to audits or compliance reviews), or other debt. The PHA may refinance existing debt obligations as part of conversion. **Conversion alone does not**

relieve the PHA of these or other obligations. RAD does not constitute a waiver of any CFFP requirements and is not treated as a CFFP ACC Amendment, including any provisions restricting the removal of units from the inventory that would affect the debt service coverage ratio through diminished Capital Funding or requiring defeasance or prepayment, arising from program regulations or contractual relationship with the secured party. PHAs should be aware that any new first mortgage lender, to the extent permissible within the existing financing documents, may require that existing indebtedness be paid off or subordinated in connection with the refinancing and conversion of the Covered Project.

In the development of the financing plan for the first RAD conversion, CKHA must include a method to address this indebtedness.

HUD also addressed the CFFP loan issue through a series of FAQs, including the following comments:

Question 1: Since my PHA has a CFFP loan, I see that the PHA cannot reduce its PHA inventory by more than 5%, or in this PHA's case, 60 units. At their priority development there are 12 buildings with a total of 97 units. The PHA would like to convert 51 units within only 6 of the buildings. The remaining 46 units would not be converted or otherwise improved at this time. Is this allowed?

Answer 1: You may be able to carry out a full conversion of the 97 units; please see existing Q&A WEB10082012_2_09100 regarding the 5% limitation. Assuming the CFFP lender agrees, no reasonable proposal to HUD to exempt the PHA from the 5% limitation (and the corresponding 33% of annual Capital Fund grant for debt service) will be denied. It is definitely permissible to convert a part of an AMP (provided there is a sound business reason and that it makes sense from financing/management perspective). Indicate in Section 2 of the Application the mix of units you intend to convert. Explain in Section 3 (Reduction in Unit Count) that you are proposing a partial conversion (see row 69). You may also need to make corrections to the three-year historical information in Section 8 (Operating Expenses) because you are converting only part of the AMP.

Question 2: If my PHA has a CFFP* and/or EPC loan, what do I need to do before submitting my application and what are the implications for applying for RAD if I have a CFFP loan? *Under the Capital Fund Financing Program (CFFP), a PHA may borrow private capital to make improvements and pledge, subject to the availability of appropriations, a portion of its future year annual Capital Funds to make debt service payments for either a bond or conventional bank loan transaction. An EPC loan is generally undertaken under 24 CFR 990.185, wherein energy conservation measures are financed by a third-party based on projected energy savings.

Answer 2: At the time of application, you will need to indicate how you plan to address the current obligation, e.g., by repaying the loan. Once you receive an award, you will then have six months to provide a Financing Plan that explains precisely how these obligations will be handled. As a result, you should have early conversations with your CFFP or EPC lender. Generally, debt service payments under the impression CFFP program cannot exceed 33% of a PHA's annual Capital Fund award. For this reason, the CFFP program restricts PHAs from reducing their public housing inventory by more than 5% (any reduction in inventory affects a PHA's Capital Fund formula grant).Under RAD, a PHA will be removing units from inventory and, therefore, eliminating the Capital Funds generated by that project's formula characteristics. There are a number of possible solutions:

- If the PHA has added public housing units to its stock since the CFFP loan closing, the PHA may be able to remove the RAD conversion units without exceeding the 5% rule.
- It may be possible for the PHA to pay off the CFFP loan with proceeds from the RAD financing.
- For larger PHAs, a change of 5% in the number of ACC units (and related capital funds) may be sufficient to cover the RAD project being considered for conversion. For example, if a PHA has 3,000 ACC units, it could convert a 150-unit project without tripping the 5% restriction.
- Finally, PHAs may request an exemption from HUD to exceed either the 5% restriction or the limitation that not more than 33% of Capital Funds be used for debt service. PHAs will need to work directly with their lenders and investors to seek approval and make any needed changes in their respective documents. [See Final RAD Notice Reference: Paragraph 1.4, B-3]

LIHTC Schedule and Options

The CKHA started participating in the Low-Income Housing Tax Credit program in 2007 and has developed a total of 396 units in the program. Some of the developments 15-year contracts will be expiring and the CKHA wants to review various options under the program on expiring contracts. The CKHA also wishes to explore conversion of the public housing in the LIHTC program to RADPBV.

The following is the contract schedule for the LIHTC Program and Options:

Property	Placed in Service	15 year LIHTC	Units			General Partner Exited			
			PH	PBV	Total		Remain Affordable without Recapitalization	Remain Affordable with New Subsidy	Market Rate Housing
CRH #1	2007	2022	44	0	44	Yes		X	
CRH #2	2008	2023	22	22	44	No			
CRH #3	2010	2025	51	45	96	No			
CRH #4	2009	2024	12	0	12	Yes		X	
CRH #5	2012	2027	40	26	66	No			
CRH #6	2011	2026	23	0	23	Yes		I	
CRH #7	2013	2028	0	36	36	No			
CRH #8	2014	2029	0	31	31	No			
CRH #9	2017	2032	0	24	24	No			
CRH #10	2019	2034	0	20	20	No			
			192	204	396				

What are the outcomes at year 15?

During the first 15 years of a LIHTC property's compliance period, owners must report annually on compliance with LIHTC leasing requirements to both the IRS and the state monitoring agency. After 15 years, the obligation to report to the IRS on compliance issues ends, and investors are no longer at risk for tax credit recapture. For properties built before 1990, this requirement also marked the end of the affordability period required by federal law. Beginning in 1990, federal law required tax credit projects to remain affordable for a minimum of 30 years, for the 15-year initial compliance period and a subsequent 15-year extended use period. In addition to complying with federal affordability restrictions, many LIHTC developments, including those placed in service between 1987 and 1994, are subject to other use restrictions that last well beyond Year 15. Some sources of such restrictions include mortgage financing from housing finance agencies or other mission-oriented lenders; subordinate debt or grant financing from state or federal sources (including HOME and Community Development Block Grants) that bear requirements for long-term use restrictions; and land-use agreements with states or municipalities that have contributed resources to the projects in exchange for long-term affordability commitments. Properties subject to an extended LIHTC use restriction may seek to have that restriction removed. The legislation that extended LIHTC use restrictions from 15 to 30 years also established a Qualified Contract (QC) process under which owners may request regulatory relief from use requirements any time after Year 15. In the QC process, the owner requests the state agency to find a buyer for the property, and the state agency then has one year to find a potential buyer who will maintain the property as affordable housing. If the state is unsuccessful in finding a buyer, then the owner is entitled to be relieved of LIHTC affordability restrictions, and those restrictions phase out over 3 years. In practice, each state agency can define its own regulations for implementing the QC, so there are in practice “fifty flavors of process.” The process ranges from relatively simple and straightforward to so complex and difficult—perhaps intentionally—that the process is essentially unworkable. Furthermore, a number of states either require or persuade developers seeking LIHTC to waive their right to use the QC process in the future. In these states, no QC applications are likely to be submitted. Therefore, QC sales tend to be concentrated in a few states and are not common. The CKHA will need review of the closing documents to determine the specifics on each development.

Change in Ownerships

A change in ownership for a LIHTC property can happen at any time. The ownership change is most likely to take place around Year 15, however, because it is in the interest of limited partners (LPs) to end their ownership role quickly after the compliance period ends. They have used up the tax credits by Year 10, and after Year 15 they no longer are at risk of IRS penalties for failure to comply with program rules. By far the most common pattern of ownership change around Year 15 is for the LPs to sell their interests in the property to the general partner (GP) (or its affiliate or subsidiary) and for the GP to continue to own and operate the property. This pattern is overwhelmingly the case for properties with nonprofit developers, but also true in many cases of for-profit developers. The minority of GPs who end their ownership interest at Year 15 almost always do so by selling the property. Almost always these are for-profit owners selling to for-profit buyers. These buyers, usually interested in larger LIHTC properties, appear to be motivated by the economies of scale they can achieve through expanding their portfolios. Other buyers who are also property managers reportedly may buy LIHTC properties mainly for the chance to earn management fees, and they may also be interested in smaller LIHTC properties. Still other buyers, the minority, aim to refinance and recapitalize a property with a new allocation of LIHTC credits or other subsidy funds. Owners proceed with these transactions with the goal of earning developer fees and positioning the property for at least 15 more years of physical and financial health.

The following is the current structure of the LIHTC ownership structure:

CURRENT CRH ENTITIES – CURRENT OWNERSHIP STRUCTURE

CHARLESTON REPLACEMENT HOUSING LP. #1

General Partner:	Charleston Replacement Housing GP Limited Partnership (1%)
Limited Partner:	NEF Assignment Corporation (99%)

CHARLESTON REPLACEMENT HOUSING GP LIMITED PARTNERSHIP

General Partner:	Housing Innovations Corporation (HIC) GP (0.1%)
Limited Partner:	Neighborhood Investment Corporation I (99.9%)

CHARLESTON REPLACEMENT HOUSING LP. #2

General Partner:	CRH II GP LP (0.01%)
Limited Partner:	NEF Assignment Corporation (99.99%)

CRH II GP LP

General Partner:	Alan Ives Construction LLC Series B (0.1%)
Limited Partner:	Neighborhood Investment Corporation II (99.9%)

CHARLESTON REPLACEMENT HOUSING LP. #3

General Partner:	CRH Ill GP LP (0.01%)
Limited Partner:	NEF Assignment Corporation (99.99%)

CRH Ill GP LP

General Partner:	Alan Ives Construction LLC Series B (0.1%)
Limited Partner:	Neighborhood Investment Corporation Ill (99.9%)

CHARLESTON REPLACEMENT HOUSING - ORCHARD ELDERLY LP. #4

General Partner:	CRH Orchard Elderly GP LP (0.01%)
Limited Partner:	NEF Assignment Corporation (99.99%)

CRH ORCHARD ELDERLY GP LP

General Partner:	Housing Innovations Corporation (HIC) (0.1%)
Limited Partner:	Orchard Elderly Neighborhood Investment Corporation (99.9%)

CHARLESTON REPLACEMENT HOUSING LP. #5

General Partner:	CRH V GP LP (0.01%)
Limited Partners:	NEF Assignment Corporation and MS Shared Investment Fund I LLC (99.99%)

CRH VGP LP

General Partner:	Alan Ives Construction LLC Series B (0.1%)
Limited Partner:	Neighborhood Investment Corporation V (99.9%)

CHARLESTON REPLACEMENT HOUSING LP. #6

General Partner:	CRH VI GP LP (0.01%)
Limited Partner:	NEF Assignment Corporation (99.99%)

CRH VI GP LP

General Partner:	Housing Innovations Corporation (HIC) (0.1%)
Limited Partner:	Neighborhood Investment Corporation VI (99.9%)

CHARLESTON REPLACEMENT HOUSING LP. #7

General Partner:	CRH VII GP LP (0.01%)
Limited Partner:	NEF Assignment Corporation (99.99%)

CRH VII GP LP

General Partner:	Alan Ives Construction LLC Series B (0.1%)
Limited Partner:	Neighborhood Investment Corporation Vil (99.9%)

CHARLESTON REPLACEMENT HOUSING LP. #8

General Partner:	CRH VIII GP LP (0.01%)
Limited Partner:	NEF Assignment Corporation (99.99%)

CRH VIII GP LP

General Partner:	Alan Ives Construction LLC Series B (0.1%)
Limited Partner:	Neighborhood Investment Corporation VIII (99.9%)

CHARLESTON REPLACEMENT HOUSING LP. #9

General Partner:	CRH IX GP LP (0.01%)
Limited Partner:	NEF Assignment Corporation (99.99%)

CRH IX GP LP

General Partner:	Alan Ives Construction LLC Series B (0.1%)
Limited Partner:	Neighborhood Investment Corporation IX (99.9%)

CHARLESTON REPLACEMENT HOUSING LP. #10

General Partner:	CRH IX GP LP (0.01%)
Limited Partner:	NEF Assignment Corporation (99.99%)

CRH IX GP LP

General Partner:	Alan Ives Construction LLC Series B (0.1%)
Limited Partner:	Neighborhood Investment Corporation IX (99.9%)

Financial Distress and Capital Needs

While the strong majority of LIHTC projects operate successfully through at least the first 15 years after they are placed in service under the tax credit, some properties fall into financial distress by the time they reach Year 15. Poor property or asset management practices, a problematic financial structure, poor physical condition of the property, and a soft rental market are the most common reasons for the rare instances of failure. LIHTC properties tend to operate on tight margins both because of the stiff competition to obtain these subsidies initially and because of allocating agencies' obligation to ensure that they are providing the minimum amount of subsidy necessary to render the deals feasible. Given these tight margins, the percentage of foreclosures is surprisingly small, in the range of 1 to 2 percent. Both LPs and GPs are anxious to avoid foreclosure, because it would be considered premature termination of the property's affordability and subject them to recapture of tax credits, with interest, and forfeiture of all future tax credit benefits from the property. GPs most typically, but also investors and even syndicators, may fund operating deficits to avoid this consequence. LIHTC properties are usually required to fund replacement reserves annually, out of operating income, to pay for capital repairs and renovations. The experts agreed that these reserves are usually insufficient after 15 years, however, to cover current needs for renovation and upgrading. Nevertheless, the LIHTC study did not find a consensus about the extent of renovation and repair needs across LIHTC properties at Year 15. Probably the most important determinant of physical condition at Year 15 is whether the property was newly constructed or rehabilitated when it was placed in service, and, if rehabilitated, the scope of the renovation work that was done then. If a property was new construction or a gut rehabilitation when initially placed in service under LIHTC, it is less likely to need significant upgrades at Year 15 than if it had only moderate renovations initially. Market conditions may also affect property conditions over time. Properties in strong housing markets that can be rented at or near the maximum LIHTC rents are more likely to have high occupancy rates and to generate more operating funds that can be used for maintenance and repairs than can be obtained from housing in a weaker market, and thus enter Year 15 with fewer deferred repair and maintenance needs. Other factors that may be important are the target tenant population, property size, and the efficiency and skill of the property manager. The extent and nature of a property's financial and physical distress will inevitably shape its Year 15 outcomes. For example, owners may be more likely to seek a new allocation of LIHTC or other major financial assistance to rescue a property with major capital needs, or with a problematic financial structure. If a property is continuing to operate at LIHTC rents, it may have to compete for tenants with new LIHTC properties, and the property in better physical condition will likely win out. Finally, if properties do fall into foreclosure, they may leave the affordable portfolio altogether as a consequence of the property sale to a buyer without affordable housing obligations.

Outcome After Year 15

After Year 15, properties take one of three paths: they remain affordable without recapitalization, remain affordable with a major new source of subsidy, or are repositioned as market-rate housing. CKHA will explore each alternative as properties are removed from the LIHTC Program. In most if not in all cases, even upon release from the LIHTC, these properties still remain with an affordability cap for an additional 15 years.

All the information gathered for a LIHTC study shows that most LIHTC properties that reached Year 15 through 2009 are still owned by the original developer and that most are operating the properties as affordable housing, either with LIHTC restrictions in place or with rents that nonetheless are at or below LIHTC maximum levels. Even for properties subject to extended use restrictions, many owners reported that it simply was not worth the effort to try to leave the tax credit program through the QC process, because they could not increase rents outside the program or could increase them only marginally. At least two types of properties will continue to provide housing at or below LIHTC rents despite the absence of use restrictions: properties with owners committed to long-term affordability and properties for which market rents are no higher than LIHTC rents. Nonprofit owners usually continue to operate properties as affordable housing beyond the term of any regulatory requirements because it is their mission to do so. Some for-profit owners interviewed during the LIHTC study also described their missions as providing high-quality affordable housing, long-term. When a property is not subject to use restrictions and does not have a mission-driven owner, the owner may still charge rents that are within the LIHTC standard of affordability, because the market will not support higher rents. Properties in which owners are able to charge rents higher than the LIHTC maximum have to be in locations where local rental market standards will support higher rents.

Remain Affordable without Recapitalization

This pattern of properties remaining affordable with their original owners and without major recapitalization is common in strong, weak, and moderate markets alike. However, the specific financial condition of properties may vary. Properties able to achieve high occupancy levels and high rents—even if restricted below market levels—can generate significant cash flow and have real market value. So, although it is apparently true that most post-Year 15 LIHTC developments from the program's early years have slipped into the mainstream of properties with rents around the middle of the market, over time these developments will continue to fare quite differently depending on where they are located. Among the minority of LIHTC Year 15 properties sold to new ownership entities, most were sold to buyers willing to accept the LIHTC affordability restrictions and, at the same time, not buying for the purpose of recapitalizing the property with additional tax credits. These buyers describe the projects' LIHTC history as more or less irrelevant to their business decisions and operations, regardless of whether they have to continue complying with LIHTC rules. Both continuing and new owners typically refinance at Year 15, and low interest rates have enabled them to fund modest renovations at Year 15 without recapitalizing with new tax credits. Properties needing more extensive renovation have sometimes been able to obtain other sources of subsidy such as a new soft loan or an exemption from local real estate taxes.

Remain Affordable with New Source of Subsidy

Some LIHTC properties are recapitalized as affordable housing at Year 15 or shortly thereafter with a new allocation of tax credits. In addition to obtaining new tax credits, LPs typically refinance the mortgage and may also obtain new sources of soft debt. The new equity and debt are used to pay for renovation costs that often are substantial. When deciding whether to seek a new allocation of tax credits to recapitalize a property—and accept a new period of use restrictions—owners weigh a variety of factors. At a minimum, the property must have some capital needs, because in order to qualify for a new LIHTC allocation, owners must complete rehabilitation of at least $6,000 per unit per federal regulation (and, in many states, more extensive renovation per state requirements). Other factors internal to the property include: the need for modernization to compete with new affordable housing, whether an infusion of additional equity appears to be the only way to bail out a distressed property, whether it appears that the deal will generate substantial profits for the property's owners such as new developer fees, and whether the owners might do even better by selling the property after current use restrictions have ended rather than extending them further. State LIHTC policies and priorities also affect the decision to seek a new allocation of tax credits. Some states reserve 9-percent

LIHTCs for creating additional units of affordable housing rather than preserving existing units. For some properties, 4-percent credits may be a good alternative because they may be more readily accessed than 9-percent credits for preservation projects. Analysis of the HUD LIHTC database to identify properties that appear to have been re-syndicated with additional tax credits shows a gradual rise in the second use of tax credits. **CKHA will at a minimum explore the use of the Voucher under the PBV program as a potential method of subsidy to the future.**

Reposition as Market Rate

By far the least common outcome for LIHTC properties is conversion to market-rate housing. Some properties are repositioned as market rate after a QC process, although this shift is not common. In cases where properties are repositioned as market rate, this option may avoid the costs of reporting requirements rather than to raise rents. Some HFAs are using the QC process as a way to help properties in weak housing markets, such as parts of the Midwest, remain financially viable. With use restrictions lifted, the owner of the property is able to reach a slightly expanded pool of potential tenants and, sometimes, to charge rents that are slightly higher than the LIHTC maximum. For these properties, local conditions will limit rents to affordable levels for the foreseeable future. Another outcome sometimes seen for a few LIHTC properties in weak markets is financial failure. Foreclosure of the loan on the property is followed by a property disposition by the lender to a new owner who will operate the property as market-rate housing at higher rents if the market will bear them. The most likely properties to have been repositioned as unaffordable, market-rate housing are properties in low-poverty locations. The LIHTC program study conducted a survey of the rents of a sample of a properties no longer reporting to an HFA and found that, even for this group of properties that should be at particularly high risk of becoming unaffordable, nearly one-half had rents less than the LIHTC maximum, and another 9 percent had rents only slightly more than LIHTC rents.

Specific Property Need and Plan

Overall Profile of Developments
Family/Mixed Developments
August 2020

Property	Units	PH Family	PH Elderly	PBV	Bedrooms	Residents	Children
Orchard Manor (1)	200	188	12	0	415	376	154
Washington Manor (2)	162	7	72	83	262	265	83
Littlepage Terrace (3)	97	35	0	62	179	149	59
South Park	80	80	0	0	311	286	171
Hillcrest	54	54	0	0	114	115	52
Oakhurst	50	50	0	0	120	125	60
Dunbar	49	49	0	0	101	93	38
Rand	44	44	0	0	67	61	17
Other LIHTC (4)	87	28	0	59	138	140	44
Scattered	45	45	0	0	112	94	31
Totals	**868**	**580**	**84**	**204**	**1819**	**1704**	**709**

(1) Indicates OM, Charleston Replacement Housing (CRH) #1, #2 and Orchard Elderly
(2) Includes CRH #2, #3, #5, #7
(3) Includes CRH #2, #3, #6, #9, #10
(4) Includes CRH #1 Patrick & Central, CRH #7 Greystone, CRH #8

Overall Profile of Developments
Elderly or Elderly/Disabled Developments
August 2020

Property	Units	PH Family	PH Elderly/Disable	PBV	Bedrooms	Residents
Carroll Terrace	199	0	199	0	58 (1)	
Lee Terrace	80	0	80	0	80	
Jarrett Terrace	88	0	88	0	49 (2)	
Lippert Terrance	112		112	0	112	
Totals	**479**	**0**	**479**	**0**	**299**	

(1) 143 efficiencies on this site
(2) 39 efficiencies at this site

Proformas on Conversion Actions
Previously Provided and Made a Part of the Plan

Carroll Terrace

Overview

Carroll Terrace
1546 Kanawha Boulevard East
Charleston, WV 25311

Public Housing

The subject property, Carroll Terrace, is a high rise building of twelve floors containing one hundred and ninety-nine apartments; 143 efficiency apartments; 44 one-bedroom apartments;10 one-bedroom handicapped efficiency apartments; and 2 two-bedroom apartments. The first floor of this building houses a common lobby area, management office, mail room, community room space with television lounge and pool room, common laundry room facility, public kitchen, public restrooms and quiet room. In addition, there is a maintenance shop and a boiler room located on the twelfth floor. The building is equipped with an emergency generator, fire pump, freight and common passenger elevators, and sprinkler system throughout the building. The building was first occupied in 1972 and sits on 1.87 acres.

Site: The property is serviced by underground utilities that include electricity, public sewer, and water. There are telephone and cable TV lines installed. A parking lot is located at the rear of the building and serviced by Virginia Street East. Trash is managed by trash chutes on each floor that are connected to a dumpster located on the first floor. Sidewalks line the city streets. Foundation plantings and trees provide visual interest and shade for the residents. Site lighting for the building and common areas is provided by a combination of city street lights, pole, and building mounted lighting. Building entrances and emergency exits are also lighted.

Architectural: The building's facade is red brick. The roof is a non-ballasted membrane roof. Roof drainage is managed by grading of the roof to roof drains that are connected to internal downspouts connected to an underground drainage system. The building is built on a slab foundation. Windows throughout are double hung aluminum and sliding patio doors.

Mechanical and Electric: The apartments are heated by four natural gas-fired hot water boilers along with a PTAC unit for each apartment. Domestic hot water is provided by natural gas hot water heaters and storage tanks. Ventilation is provided by rooftop ventilation fans.

Dwellings: The units range in size from a studio unit to two bedroom unit. Studio apartments are 393 square feet; one-bedroom apartments are 494 square feet; two bedroom apartments are 745 square feet. All of the apartments have a kitchen, dining area, living room, bathroom, and a sleeping alcove or one/two bedrooms. The interior walls are painted drywall; apartment ceilings are painted drywall. Ceilings throughout the common areas are drop in ceiling tile. Interior doors are wooden slab or metal bi-fold depending on purpose. Door and window trim and base molding is painted. The flooring is Vinyl Composition Tile (VCT), carpet, wood, and tile. Kitchen cabinets are wood and installed at the base and on the wall;

countertops are laminate with a double bowl stainless steel sink with a single or double handle faucet depending on location. Each unit is provided with a 17- cu ft refrigerator with top mounted freezer, a 30-inch electric range (no range hood because of common venting). The fixtures are two and four tube 48", incandescent, U tube, can, and pin type lighting. The bathrooms are equipped with a cast or fiberglass tub with a three-piece fiberglass surround, 30-inch vanities with cultured marble tops, a single handle faucet, surface mount medicine cabinet, and a 1.6 GPF toilet.

The property is well maintained and is in good condition for its age of 45 years.
Estimated Capital Needs from a 2015 analysis projects estimated need of 3.682 million dollars.

Strategic Repositioning

The property is considered one of the “A” properties and would be conducive for a possible RAD PBV conversion or other method to remove from public housing. If converted, special needs requirements would be needed to address the elderly and the disabled. The buildings best use because of location, unit size, and services would be to try and obtain elderly only designation prior to the conversion, or at least have elderly preference for the building. The conversion plan would include a method to reduce the number of efficiencies in the building and convert to one-bedroom units.

A second option the Board wants to explore is a potential sale of the property to a private investor and then for the CKHA to use the proceeds to develop additional housing on another site, or reinvest the funds in other developments to sustain viability. The second option would require Tenant Protection Vouchers as replacement method of subsidy with a tenant right to use the voucher at the existing site- since it will remain housing- even if purchased by a private investor.

- Elderly/disabled
- Relocation efforts will require special conditions if reducing the number of assisted units on the site
- Tower- potential redo for elderly only or have elderly designation
- Sell/Reuse portion of the commercial area

- Food Programs and other services - on-site.
- Fire alarm systems in good order

Strengths:

- Location
- General demand for the property is high
- Structure- is sound and in good repair
- View/historic neighborhood
- Good amenities in building
- Cabin creek health/mental health/physical currently providing services on-site
- Recent window update

Weaknesses:

- Central heat and central water systems paid for by the Authority
- Elevators need update
- Building has excessive number of efficiencies that are hard to rent
- Elderly/disabled mixture in building makes it more difficult to manage
- Will need new roof in upcoming years
- Heat/cool cost per unit is high- Housing Authority currently covers these operating cost for gas and electric

Opportunities:

- Convert 1/3 ratio for efficiencies to 1 bedrooms (ex. 19 units to 9)
- Convert office- look at 2 BR
- Need ADA units in the conversion

Lee Terrace

Overview

Lee Terrace
319 Lee Street East
Charleston, WV 25301

Public Housing

The subject property, Lee Terrace, is a high rise building of ten floors containing eighty units; 80 one-bedroom apartments. Each floor contains eight 1-bedroom apartments. On the first floor there are five handicapped 1-bedroom apartments along with three 1-bedroom apartments. Also, on the first floor, there is a common lobby area with mail room, manager's office, television lounge, community room and computer training facility, and public restrooms. There is a full basement that houses a common laundry, resident storage facility, maintenance shop, and a boiler room. The building is equipped with an emergency generator, fire pump, freight and common passenger elevators, and sprinkler system throughout the building. The apartments are adequate in size and comfortably equipped.

Site: The property is serviced by underground utilities that include electricity, public sewer, and water. There are telephone and cable TV lines installed. A parking lot is located at the rear of the building. Trash is managed by trash chutes on each floor that are connected to a dumpster located in the basement floor. Sidewalks line the city streets. Foundation plantings and trees provide visual interest and shade for the residents. There is also a gazebo on the left side of the building. Site lighting for the building and common areas is provided by a combination of city street-lights and building mounted HID lighting. Building entrances and emergency exits are also lighted.

Architectural: The building facade is red brick. The roof is an unballasted membrane roof. Roof drainage is managed by grading of the roof to roof drains that are connected to internal downspouts connected to an underground drainage system. The building is built on an 8-ft basement. Windows throughout are double hung anodized aluminum.

Mechanical and Electric: The apartments are heated by three natural gas-fired hot water boilers. Domestic hot water is provided by two natural gas hot water heaters and storage tanks. The heat and domestic hot water are in a mechanical room located in the basement level. Air conditioners are not provided. Ventilation is provided by rooftop ventilation fans. Apartments are equipped with four sprinklers. The Housing Authority pays all the utility bills.

Dwellings: One-bedroom apartments are 500-700 square feet. All of the apartments have a kitchen, dining area, living room, and one bedroom. The interior walls are painted drywall; apartment ceilings are painted drywall. Ceilings throughout the first floor are drop in ceiling tile. Interior doors are wooden slab. Door and window trim and base molding is painted. The flooring is Vinyl Composition Tile (VCT). Kitchen cabinets are wood and installed at the base and on the wall; countertops are laminate with a double bowl stainless steel sink with a two-handle faucet (single in H/C). Each unit is provided with a 17-cu.ft. refrigerator with top mounted freezer, a 30-inch electric range (no range hood because of common venting). Kitchen lighting is provided by a two tube 48-inch T-12 fluorescent with magnetic ballast. The bathroom light is a 20-inch two tube T-12 with magnetic ballast. The rest of the fixtures are incandescent. The bathrooms are equipped with a tub or roll in shower, 18-inch vanities with cultured marble tops, a double handle faucet, and a 1.6 GPF toilet.

The property is well maintained and is in good condition for its age of 48 years.

Estimated Capital Needs from a 2015 analysis projects estimated need of 2.199 million dollars.

Strategic Repositioning

The property is considered one of the “A-” properties and would be conducive for a possible RAD PBV conversion or other method to remove from public housing. The buildings best use because of location, unit size, and services would be to remain a disabled/elderly designation. The units are currently one-bedroom and further changes in bedroom size or other conversion reconfigurations would not be needed.

Strengths

- Elderly/disabled
- Location is good
- Services in the building provided by other partners
- Looks good trees
- Food program on-site
- Good use of common area
- Storage units in basement
- Handicap units already completed at this site

Weaknesses

- Elevator needs update
- Boiler/H_2O
- PHA pays all utilities
- Roof will need replacing in the near future

Orchard Manor- see also CRH 2 and Orchard Elderly that are a part of the Site

Overview

Orchard Manor
900 Griffin Dr
Charleston, WV 25312

Public Housing and Other Housing on the site

The subject property, Orchard Manor, consists of a total of twenty-seven dwelling buildings and two non-dwellings buildings. The dwelling buildings are made up of 4 one-bedrooms, 118 two-bedrooms, and 28 three-bedrooms. All together there are 150 units. The two non-dwelling buildings consist of a maintenance facility and a combination office and community center. The maintenance facility is used to house maintenance staff, equipment, and related materials for this site. The Switzer Center is a combination management and community facility that houses the site manager, security specialist, family services coordinator, community room and community kitchen, computer lab, public restrooms, and other spaces for resident council and general use. This facility also has a common mail room. The apartment complex was first occupied in 1955 and newer addition made in 2007.

Site: The properties are serviced by underground utilities that include electricity, public sewer, and water. There are telephone and cable TV lines installed. Parking for residents is provided in moderately sized striped asphalt parking areas adjacent to the buildings. There are a small number of extra spaces for visitors. Trash is managed in dumpsters strategically located throughout the property. Concrete walkways connect the entrances to the townhouses to the green spaces between the buildings and to the parking lots and common area buildings. The playground area is equipped with swings and a playground set for smaller children. Site lighting is provided by a combination of pole and building HID. Building entrance lights are also located at the private entrances to each of the townhouses.

Architectural: The buildings' facade is all brick for the older buildings and half brick on the lower half of the building and vinyl siding on the upper half of the buildings for the newer buildings. The roofs are asphalt fiberglass shingles. There are gutters at the eaves that are connected to downspouts which drain to splash blocks or a below ground common drainage system depending on location. The buildings' foundations are mixture of basement and slab. The windows throughout are sliding window units ranging in size equipped with insect screens.

Mechanical and Electric: The townhouses are heated by a natural gas condensing furnace. Hot water is provided by natural gas water heater located in a stairwell closet in most of the two-story buildings. Living units are equipped with at least one smoke detector per floor. There two ground fault outlets are provided.

Dwellings: Apartments are one- to three-bedrooms and range in size from 744 SF to 1078 SF. The interior walls and ceilings are painted drywall. Interior doors are a mix of wooden slab, bi-fold, and metal louvered doors depending on purpose. Door and window trim and base molding is painted. The flooring throughout is Vinyl Composition Tile (VCT). Kitchen cabinets are wood and installed at the base and on the wall; countertops are laminate with a double bowl stainless steel sink with a single handle faucet. Each unit is provided with a 15-cu ft refrigerator with top mounted freezer, a 30-inch electric or natural gas range, and a recirculating range hood. The bathrooms are equipped with cast or steel tubs with 3-piece surrounds, wall mounted or 30/42 inch vanities with cultured marble tops and two handle faucets, recessed mount medicine cabinet, and a 1.6 GPF toilet.

The property is well maintained and is in good condition for its age of 7 to 59 years. **Estimated Capital Needs from a 2015 analysis projects estimated need of 4.315 million dollars.**

Strategic Repositioning

The property is considered one of the “A-” properties and would be conducive for a possible RAD PBV conversion or other method to remove from public housing. In order to reduce the level on density on certain sections of the site, partial demolition is recommended on the larger public housing buildings. The parcel contains vacant land that is owned by the Housing Authority and can be used for other alternative housing or in-fill on a 99 acre parcel. The site is hilly and needs additional 504 accessibility modifications to comply with ADA. (5% accessibility and 2% hearing impairment units) This development is in an area that other types of affordable housing would make perfect sense to add to the mix of housing types, even if the other public housing on the site is converted to RAD PBV.

In order to proceed, the CKHA should explore staging of the redevelopment with the first task to submit an application for a partial demolition of the public housing site dense units that are located near the center of the site. The replacement plan could include less dense units on the site by using other proceeds such as the LIHTC or project-based housing.

<u>Strengths:</u>

- Neighborhood is viable and has support services in the area
- Community center/office
- Local Gardens
- High subsidy
- Controlled Access to the site
- 10- gut rehab (2005)
- 20 New units

Weaknesses:

- 120- no rehab
- No AC in Units
- Perception/Marketing (perceived as a crime area
- Excessive Expenses/Allocation
  - Charges
  - 400 units allocated from shop
- Dense Public Housing on-site in Large Buildings
- Conversion of meters for Utility Consumption
- Streamline gas/electricity

Threats:

- Crime
- Domestic violence/drugs

Opportunity:

- Reduce- 16 units
- Reconfigure- build new
- Rehab
- Substantial Rehab will improve the overall area and property
- May have the opportunity to Create additional homeownership opportunities in the area and possibly selling units through HCV Homeownership Program.

Located on the Orchard Manor Site

Charleston Replacement Housing -2

CRH-2

Overview

CRH-2
Hutchinson Street
Charleston, WV

The subject property, CRH-2, consists of 4 two-story residential buildings containing 22 townhouses. The townhouse complex is located on approximately 1 acre of sparsely landscaped grounds. In all, there are 8 one-bedroom units, 13 two-bedroom townhouses, and 1 three-bedroom townhouses. All of the apartments have a spacious living/dining area and moderately sized bedroom(s). The complex was first occupied in 2008 / 2009.

Site: The properties are serviced by underground utilities that include electricity, public sewer, and water. There are telephone and cable TV lines installed. Parking for residents is provided in moderately sized striped asphalt parking areas adjacent to the buildings. There are a small number of extra spaces for visitors. Trash is managed in dumpsters strategically located throughout the property. Concrete walkways connect the entrances to the apartments and townhouses to the green spaces between the buildings and to the parking lots and common area buildings. Site lighting is provided by building HID lighting located throughout the complex. Building entrance lights are also located at the private entrances to each of the apartments and townhouses.

Architectural: The buildings' facade is brick on the lower half of the building and vinyl siding on the upper half of the buildings. The roofs are asphalt fiberglass shingles. There are gutters at the eaves that are connected to downspouts which drain to splash blocks or a below ground common drainage system depending on location. The buildings' foundations are slab. The windows throughout are double aluminum window units ranging in size.

Mechanical and Electric: The townhouses are heated by a forced hot air system. Hot water is provided by a electric water heater. Living units are equipped with at least two smoke detectors. Each kitchen is equipped with a dishwasher and garbage disposers. Ground fault outlets are provided in the kitchen and bathroom. Fire extinguishers are not provided except in the common areas.

Dwellings: Units are one to three bedrooms and range in size from 672 SF to 1124 SF. The interior walls and ceilings are painted drywall. Interior doors are a mix of wooden slab, bi-fold, and metal louvered doors depending on purpose. Door and window trim and base molding is painted. The flooring in bedrooms are carpet and Vinyl Composition Tile (VCT) throughout the rest of the house. Kitchen cabinets are wood and installed at the base and on the wall; countertops are laminate with a double bowl stainless steel sink with a two handle faucet . Each unit is provided with a 16 cu ft refrigerator with top mounted freezer, a 30 inch electric range, and a recirculating range hood with light.
Kitchen lighting is provided by a two tube 48 inch. The rest of the fixtures, bedrooms, hallways, utility closet, etc. are incandescent. The bathrooms are equipped with fiberglass tub (roll in shower for H/C) with 3 piece surrounds, vanities with cultured marble tops and two handle faucets, medicine cabinet, and a 1.6 GPF toilet.

The property is well maintained and is in good condition for its age of six years.

Estimated Capital Needs from a 2015 analysis projects estimated need of 625,781 thousand dollars.

Strategic Repositioning

The property is considered one of the “A” properties and would be conducive for a possible RAD PBV conversion on the public housing that is contained in the LIHTC program. Currently in the portfolio there are 22 PH on Orchard Manor, 14 at Little Page, and 8 at Washington Manor.

Orchard Manor Stand-alone Site (Elderly)
Located on the Orchard Manor Site

Overview

Orchard Manor Stand-alone Site
Copenhaver Drive
Charleston, WV 15801

The subject property, Orchard Manor Stand-alone Site, consists of 2 residential buildings containing 12 units. The townhouse complex is located on approximately 1.25 acres of sparsely landscaped grounds. In all, there are 12 one bedroom units. All of the apartments have a spacious living/dining area and moderately sized bedroom. The apartment complex was first occupied in 2010.

Site: The properties are serviced by underground utilities that include electricity, public sewer, and water. There are telephone and cable TV lines installed. Parking for residents is provided in moderately sized striped asphalt parking areas adjacent to the buildings. There are a small number of extra spaces for visitors. Trash is managed in dumpsters strategically located throughout the property. Concrete walkways connect the entrances to the apartments and townhouses to the green spaces between the buildings. Site lighting is provided by incandescent lights located throughout the property. Building entrance lights are also located at the private entrances to each of the apartments and townhouses.

Architectural: The buildings' facade is vinyl siding. The roofs are asphalt fiberglass shingles. There are gutters at the eaves that are connected to downspouts which drain to splash blocks or a below ground common drainage system depending on location. The buildings' foundations are slab. The windows throughout are 3'X5' double hung units.

Mechanical and Electric: The apartments are heated by a forced hot air system. Hot water is provided by a naturally drafted natural gas water heater. Living units are equipped with at least one smoke detector per floor and per bedroom. Each kitchen is equipped with a dishwasher and garbage disposer. Ground fault outlets are provided in the kitchen and bathroom

Dwellings: Units are one bedroom with a size of 710 SF. H/C accessible units are provided in all housing types. In the units, there is a bedroom on the ground floor. The interior walls and ceilings are painted drywall. Interior doors are a mix of wooden slab, bi-fold, and metal louvered doors depending on purpose. Door and window trim and base molding is painted. The flooring is carpet in the bedroom and vinyl everywhere else. Kitchen cabinets are wood and installed at the base and on the wall; countertops are laminate with a double bowl stainless steel sink with a two handle faucet. Each unit is provided with a 18 cu ft refrigerator with top mounted freezer, a 30 inch electric range, dishwasher, disposal, and a recirculating range hood with light. The bathrooms are equipped with fiberglass tubs with 3 piece surrounds, vanities with cultured marble tops and two handle faucets, surface mount medicine cabinet, and a
1.6 GPF toilet.

The property is well maintained and is in good condition for its age of four years.

Estimated Capital Needs from a 2015 analysis projects estimated need of 204,814 thousand dollars.

Strategic Repositioning

The property is considered one of the “A” properties and would be conducive for a possible RAD PBV conversion on the public housing that is contained in the LIHTC program.

Jarrett Terrace

Overview

Jarrett Terrace
824 Central Avenue
Charleston, WV 25302

The subject property, Jarrett Terrace, is a high rise building of twelve floors containing ninety-one apartments; 56 efficiency apartments; 30 one-bedroom apartments; and 5 one-bedroom 504 handicapped accessible apartments. The first floor of this building houses one unit (one-bedroom dwelling unit for police department), a common lobby area, manager's office, mail room, community room space, television lounge, laundry room facility, public kitchen, and public restrooms. In addition, there is a maintenance shop, resident council office/vending machine area, and a boiler room. The building is equipped with an emergency generator, fire pump, freight and common passenger elevators, and sprinkler system throughout the building. The building was first occupied in 1974 and sits on 1.4 acres.

Site: The property is serviced by underground utilities that include electricity, public sewer, and water. There are telephone and cable TV lines installed. A parking lot is located at the rear of the building and serviced by Glenwood Ave. Trash is managed by trash chutes on each floor that are connected to a dumpster located on the first floor.

Sidewalks line the city streets. Foundation plantings and trees provide visual interest and shade for the residents. Site lighting for the building and common areas is provided by a combination of city street-lights, pole mounted lighting, and building mounted lighting. Building entrances and emergency exits are also lighted.

Architectural: The building's facade is red brick. The roof is an unballasted membrane roof. Roof drainage is managed by grading of the roof to roof drains that are connected to internal downspouts connected to an underground drainage system. The building is built on a slab foundation. Windows throughout are single hung anodized aluminum in the one bedroom.

Mechanical and Electric: The apartments are heated by three natural gas-fired hot water boilers. Domestic hot water is provided by natural gas hot water heaters and storage tanks. Ventilation is provided by rooftop ventilation fans.

Dwellings: The living area range in size from a studio unit to one-bedroom unit. Studio apartments are 415 square feet; one-bedroom apartments are 756 square feet. All of the apartments have a kitchen, dining area, living room, bathroom, and a sleeping alcove or one-bedroom. The interior walls are painted drywall; apartment ceilings are painted drywall. Interior doors are metal slab or metal bi-fold depending on purpose. Door and window trim and base molding is painted. The flooring is Vinyl Composition Tile (VCT). Kitchen cabinets are wood and installed at the base and on the wall; countertops are laminate with a double bowl stainless steel sink with a single handle faucet. Each unit is provided with a 17-cu ft refrigerator with top mounted freezer, a 30-inch electric range (no range hood because of common venting). The bathroom light is three incandescent light bar. The rest of the fixtures are pin type or two tube 48" fluorescent lighting. The bathrooms are equipped with a cast tub with tile surround, 30-inch vanities with cultured marble tops, a single handle faucet, surface mount medicine cabinet, and a 1.6 GPF toilet.

The property is well maintained and is in good condition for its age of 40 years. **Estimated Capital Needs from a 2015 analysis projects estimated need of 2.068 million dollars.**

Strategic Repositioning

The property is considered one of the “B” properties and would be conducive for a possible RAD PBV conversion or other method to remove from public housing. The buildings best use because of location, unit size, and services would be to remain an elderly designation. The building currently has excessive efficiencies that the CKHA should continue to converted to one-bedroom units. This will reduce the number of the units on the site and require additional analysis if converted to RAD PBV.

Strength

- Currently elderly only facility
- 3 Floors (9 units to 8)- $500,000 per floor for rehabilitation
- Has fire alarm systems

Weakness

- Poor location
- Reconfiguration on 3 floors will reduce the number of units on 3 floors (9 units to 8)- cost is $500,000 per floor
- Has boilers/H2O and central utilities that are paid by the authority
- Need Community space upgrade
- Need elevator upgrade
- Windows need upgrade
- Roof will need replacing in the near future
- Bath/kitchen 50% will be done

Lippert Terrace

Overview

Lippert Terrace
4420 McCorkle Avenue
Charleston, WV 25304

The subject property, Lippert Terrace, is a high rise building of nine floors containing one hundred one-bedroom apartments and twelve one-bedroom handicapped apartments. The first floor of this building houses a common lobby area, management office, mail room, community room space, television lounge, pool room, laundry room facility, public kitchen, public restrooms, computer lab, and maintenance shop. The building is equipped with an emergency generator, freight and common passenger elevators, and sprinkler system throughout the building. The building was first occupied in 1972 and sits on 0.75 acres.

Site: The property is serviced by underground utilities that include electricity, public sewer, and water. There are telephone and cable TV lines installed. A parking lot is located around the building and serviced by McCorkle Ave SE in front, 45th St SE to the right, and Cottage Ave to the rear. Trash is managed by trash chutes on each floor that are connected to a dumpster located on the first floor. Sidewalks line the city streets. Foundation plantings and trees provide visual interest and shade for the residents. Site lighting for the building and common areas is provided by a combination of city street-lights and building mounted HID lighting. Building entrances and emergency exits are also lighted.

Architectural: The building's facade is red brick. The roof is a non-ballasted membrane roof. Roof drainage is managed by grading of the roof to roof drains that are connected to internal downspouts connected to an underground drainage system. The building is built on a slab foundation. Windows throughout are sliding patio doors opening onto a private balcony.

Mechanical and Electric: The apartments are heated by PTACs with resistance heat. Domestic hot water is provided by 30-gallon Low Boy water heaters for each apartment. Air conditioners are not provided. Ventilation is provided by rooftop ventilation fans.

Dwellings: The apartment units size for one bedroom unit is 510 square feet. All of the apartments have a kitchen, dining area, living room, bathroom, and one bedroom. The interior walls are painted drywall; apartment ceilings are painted drywall. Ceilings throughout the common areas are drop in ceiling tile. Interior doors are wooden slab or metal bi-fold depending on purpose. Door and window trim and base molding is painted. The flooring is Vinyl Composition Tile (VCT), tile, and carpeting. Kitchen cabinets are wood and installed at the base and on the wall; countertops are laminate with a double bowl stainless steel sink with a single handle faucet. Each unit is provided with a 17-cu ft refrigerator with top mounted freezer, a 30-inch electric range (no range hood because of common venting). The lighting is a range of pin type lighting, 4 tube 24", and incandescent. The bathrooms are equipped with fiberglass tubs or shower with tile surround, 30-inch vanities with cultured marble tops, a single handle faucet, surface mount medicine cabinet, and a 1.6 GPF toilet.

The property is well maintained and is in good condition for its age of 45 years.

Estimated Capital Needs from a 2015 analysis projects estimated need of 2.686 million dollars.

Strategic Repositioning

The property is considered one of the "A+" properties and would be conducive for a possible RAD PBV conversion or other method to remove from public housing. The buildings best use because of location, unit size, and services would be to remain elderly designation. The units are currently one-bedroom and further changes in bedroom size or other conversion reconfigurations would not be needed.

Strengths

- Good Location
- May do in-place rehab
- Not all floors need rehab
- Renovation of air/elevator/bathrooms
- All ones
- Designated elderly
- Higher income currently reside on the property

Weakness

- Need windows
- Need Kitchen repairs
- Increase number of parking spaces

Little Page Terrace

Charleston Replacement Housing -2, 3, 6, 9, 10

Overview

Includes CRH-2, 3, 6, 9, 10 (97 Units Total)

LIHTC- PBV

Some PH Units

McVey Way / Dooley Lane/Nesmith Court

Charleston WV

The subject property consists of five Low-Income Housing Tax Credit properties, CRH #2, #3, #6, #9 & #10, which consists of 25 residential buildings containing 97 units. The complex is located on approximately 6.008 acres of landscaped grounds. In all, there are 32 one bedroom, 48 two bedroom and 17 three-bedroom townhouses. All the apartments have a spacious living/dining area and moderately sized bedroom(s). The apartment complex was first occupied in 2008.

Site: The properties are serviced by underground utilities that include electricity, public sewer, and water. There are telephone and cable TV lines installed. Parking for residents is provided in moderately sized striped asphalt parking areas adjacent to the buildings. There are a small number of extra spaces for visitors. Trash is managed in dumpsters strategically located throughout the property. Concrete walkways connect the entrances to the apartments and townhouses to the green spaces between the buildings and to the parking lots and common area buildings. Site lighting consists of building mounted HID lighting and incandescent building entrance lighting in the front and back. A playground exists in the center of the complex.

Architectural: The buildings' facade is brick on the lower half of the building and vinyl siding on the upper half of the buildings. The roofs are asphalt fiberglass shingles. There are gutters at the eaves that are connected to downspouts which drain to splash blocks or a below ground common drainage system depending on location. The buildings' foundations are slab.

Mechanical and Electric: The apartments are heated by a forced hot air system. Hot water is provided by a AO Smith 40 gal water heater. Living units are equipped with at least one smoke detector per floor and per bedroom. Each kitchen is equipped with a dishwasher and garbage disposers. Ground fault outlets are provided in the kitchen and bathroom.

Dwellings: Apartments are one and three bedrooms and range in size from 672 SF to 1,124 SF. The interior walls and ceilings are painted drywall. Interior doors are a mix of wooden slab, bi-fold, and metal louvered doors depending on purpose. Door and window trim and base molding is painted. The flooring in the bedrooms are carpet and everywhere else is Vinyl Composition Tile (VCT). Kitchen cabinets are wood and installed at the base and on the wall; countertops are laminate with a double bowl stainless steel sink with a two handle faucet. Each unit is provided with a 16 cu ft refrigerator with top mounted freezer, a 30 inch electric range, and a recirculating range hood with light. The bathrooms are equipped with fiberglass tubs with 3 piece surrounds, vanities with cultured marble tops and two handle faucets, medicine cabinet, and a 1.6 GPF toilet.

Strategic Repositioning

The property is considered one of the “A” properties and would be conducive for a possible RAD PBV conversion on the public housing that is contained in the LIHTC program.

LIHTC Schedule

Property	Placed in Service	15-year LIHTC	Units			General Partner Exited
			PH	PBV	Total	
CRH #2	2008	2023	0	14	14	No
CRH #3	2010	2025	12	4	16	No
CRH #6	2011	2026	23	0	23	Yes
CRH #9	2017	2032	0	24	24	No
CRH #10	2019	2034	0	30	20	No
			35	62	97	

60

Hillcrest/Oakhurst

Hillcrest

Oakhurst

Overview

Oakhurst Village 1039 Lawndale Lane Charleston, WV 25314	Hillcrest Village 1000 Hillcrest Drive Charleston, WV 25301	(Scattered SIte) Properties Charleston, WV 25301

Oakhurst Village consists of 13 residential buildings containing 50 apartments. One community building is used as the manager's office, maintenance shop/office, mail room, community room/ kitchen, and public restrooms. There are 6 one-bedroom; 2 one-bedroom handicapped; 22 two-bedrooms; 14 three-bedrooms; 4 four-bedrooms; 2 five-bedrooms. Hillcrest Village consists of 14 residential buildings containing 54 apartments. One community building is used as the manager's office, maintenance shop/office, mail room, community room/ kitchen, and public restrooms. There are 10 one-bedrooms; 6 one-bedroom handicapped; 22 two-bedrooms; 10 three-bedrooms; 4 four-bedrooms; 2 five-bedrooms. Wertz Ave. consists of 4 residential buildings containing 8 apartments . There are 6 three-bedrooms and 2 three-bedrooms handicapped. Coal Branch consists of 4 residential buildings containing 8 units. There are 4 two-bedrooms and 4 three-bedrooms. Piedmont consists of 1 residential buildings containing 3 apartments. There are 3 two-bedrooms. Scattered sites consists of 7 residential buildings containing 13 apartments. There are 1 two-bedrooms; 10 three-bedrooms; 2 four-bedrooms. In total there are 43 buildings containing 136 apartments and two community buildings. The apartment complex was first occupied in 1974.

Site: The properties are serviced by underground utilities that include electricity, public sewer, and water. There are telephone and cable TV lines installed. Parking for residents is provided in moderately sized striped asphalt parking areas adjacent to the buildings. Trash is managed in dumpsters strategically located throughout the properties.

Concrete walkways connect the entrances to the apartments and townhouses to the green spaces between the buildings and to the parking lots and common area buildings. Site lighting is provided by building and pole mounted lighting located throughout the complexes. Building entrance lights are also located at the private entrances to each of the apartments and townhouses.

Architectural: The buildings' facade is mainly brick on the lower half of the building and vinyl siding on the upper half of the buildings. There are a few buildings that have vinyl siding for their facade. The roofs are a mix of traditional asphalt shingles and rubber. There are gutters at the eaves that are connected to downspouts which drain to splash blocks or a below ground common drainage system depending on location. The buildings' foundations are slab and crawlspaces.

Mechanical and Electric: The apartments are heated by a natural gas condensing forced hot air system. Air conditioners are not provided. Hot water is provided by a naturally drafted natural gas water heater. Living units are equipped with at least one smoke detector per floor. Ground fault outlets are provided in the kitchen and bathroom. Fire extinguishers are not provided except in the common areas. All of the utilities are common metered and the housing authority pays the utility bills.

Dwellings: Apartments are one to five bedrooms and range in size from 537SF to 1390SF. H/C accessible units are provided in some of the housing types. The interior walls and ceilings are painted drywall. Interior doors are a mix of wooden slab, bi-fold, and metal louvered doors depending on purpose. Door and window trim and base molding is painted. The flooring throughout is Vinyl Composition Tile (VCT), carpet, and tile. Kitchen cabinets are wood and installed at the base and on the wall; countertops are laminate with a double bowl stainless steel sink with a single handle faucet. Each unit is provided with a 17 cu ft refrigerator with top mounted freezer, a 30 inch electric/ gas range, and a recirculating range hood. The bathrooms are equipped with resurfaced steel tubs with 3 piece surrounds, 24 inch or 30 inch vanities with cultured marble tops and single handle faucets, surface mount medicine cabinet, and a 1.6 GPF toilet.

The property is well maintained and is in good condition for its age of 40 years.
Estimated Capital Needs from a 2015 analysis projects estimated need of 3.807 million dollars.

Strategic Repositioning

The property is considered one of the “B+” properties and would be conducive for a possible RAD PBV conversion or other method to remove from public housing. The current configuration would not need to be changed. The site is hilly and needs additional 504 accessibility modifications to comply with ADA. (5% accessibility and 2% hearing impairment units) This development is a stand alone scattered site in a relatively good location where working families want to live.

Strategic Repositioning- scattered sites

The property also contains scattered site that would be conducive to convert via Section 18 under the streamlining process. The process would be to bundle the action with other public housing that is located in the LIHTC development. Scattered site with less than 4 units per building and certain LIHTC Units are listed as Phase 1 explorations for conversion.

Hillcrest- 54
Oakhurst- 50
Scattered Sites

Strengths:

- Family
- 1-5 Bedrooms: better unit mix
- Location good
- Better Client
- Central HVAC- kitchen/bath
- Window/utility conversion
- Scattered Site- 4 units per building

Rand/Dunbar

Dunbar- J. Douglas Anderson

Rand – Albert Harris

Overview

Public Housing

Dunbar
Howard, Smoot, King, Ferguson, Carver, and Marshal
Charleston, WV

Rand
Church, Starling
Charleston, WV

The subject properties, Rand and Dunbar, consist of 13 residential buildings containing 90 units. Rand and Dunbar site on approximately 4.5 acres of land surrounding Charleston, WV. The Dunbar site is located west of Charleston and consists of 16 apartment buildings and 1 maintenance building with administrative offices. There are 11 one-bedroom, 1 one-bedroom handicapped, 22 two-bedroom, 1 two-bedroom handicapped, 12 three-bedrooms, 1 three-bedroom handicapped, and 1 four-bedroom apartments. The Rand site is located on the east side of Charleston and consists of 13 apartment buildings and a common area building with administrative offices, community room, and maintenance. There are 21 one-bedroom, 2 one-bedroom handicapped, 13 two-bedroom, 1 two-bedroom handicapped, 5 three-bedrooms, and 2 four-bedroom apartments. All of the apartments have a spacious living/dining area and moderately sized bedroom(s). The apartment complex was first occupied in 1985.

Site: The properties are serviced by underground and over-head utilities that include electricity, public sewer, and water. There are telephone and cable TV lines installed. Parking for residents is provided in moderately sized striped asphalt parking areas adjacent to the buildings. There are a small number of extra spaces for visitors. Trash is managed in dumpsters strategically located throughout the properties. Concrete walkways connect the entrances to the apartments and townhouses to the green spaces between the buildings and to the parking lots and common area buildings. Site lighting is provided on building and pole mounted HID lighting located throughout the sites. Building entrance lights are also located at the private entrances to each of the apartments and townhouses.

Architectural: The buildings' facade is brick. The roofs are a mix of traditional gable and hip with asphalt fiberglass shingles. There are gutters at the eaves that are connected to downspouts which drain to splash blocks or a below ground common drainage system depending on location. The buildings' foundations are slab. The windows throughout are mostly 2.5x5 and 3x4 double hung aluminum windows.

Mechanical and Electric: The apartments are heated by a natural gas draft furnace system. Air cooling is provided by a 1.5 ton unit. Hot water is provided by a 30 gallon naturally drafted natural gas water heater. Living units are equipped with at least one smoke detector per floor. Ground fault outlets are provided in the kitchen and bathroom. Fire extinguishers are not provided. All of the utilities are common metered and the housing authority pays the utility bills.

Dwellings: Apartments are one to four bedrooms and range in size from 621 SF to 1,380 SF. The interior walls and ceilings are painted drywall. Interior doors are a mix of wooden slab, bi-fold, and metal louvered doors depending on purpose. Door and window trim and base molding is painted. The flooring throughout is Vinyl Composition Tile (VCT) and tile. Kitchen cabinets are wood and installed at the base and on the wall; countertops are laminate with a double bowl stainless steel sink with a two handle faucet. Each unit is provided with a 17 cu ft refrigerator with top mounted freezer, and a 30 inch natural gas range. Lighting is provided by a mix of florescent and incandescent lighting throughout the units. The bathrooms are equipped with fiberglass tubs with 3 piece surrounds, 36 inch vanities with cultured marble tops and two handle faucets, surface mount medicine cabinet, and a 1.6 GPF toilet.

The property is well maintained and is in good condition for its age of twenty-nine years.

Estimated Capital Needs from a 2015 analysis projects estimated need of 3.176 million dollars.

Strategic Repositioning

The property is considered one of the "B+" properties and would be conducive for a possible RAD PBV conversion or other method to remove from public housing. The current configuration would not need to be changed. Rand would be conducive to exploring a possibility of making an incubator site for self-sufficiency. Partnering with other groups in the area may be necessary for rehabilitation or demolition of other units in the area to increase curb appeal and reduce criminal activity.

Rand/Dunbar:

- Rand- 44
- Dunbar- 49
- Family

- County portion- divided
- Transferred in reserves
- Stay rented
- 29 of the 44 are one building
- High utilities
- Eclectic/substandard neighborhood
- Rand
  - Higher standards than Dunbar
  - Crime in community
- Dunbar
  - Close to school/sports complex
  - Economic development
  - On the up tick
  - Crime in property
  - Opportunity!

❖ Review as to whether it meets definition of scattered site
❖ May be an anchor project- county investment

Dunbar:

Possible Self Suff. Incubator.

- Partnership w/ education
- Preference for Ed.
- FSS Model
- Anchor w/ Acquisition Rehab
- Retail store- Goodwill

Target sports/students

- Escrow from FSS to HCV Homeownership
- Remove blight

South Park Village

Overview

South Park Village 680 South
Park Road Charleston, WV
25304

The subject property, South Park Village, consists of twenty two and three story residential buildings containing 80 units. There is one community building part of the property which contains management offices, maintenance shop, mail room, community room/ kitchen, and public restrooms. The townhouse complex is located on approximately 1.87 acres of sparsely landscaped grounds. In all, there are 37 three-bedroom apartments, 29 four-bedroom townhouses, 6 five-bedroom townhouses, 4 five-bedroom handicapped townhouses, and 4 six-bedroom townhouses. All of the apartments have a spacious living/dining area and moderately sized bedroom(s). The apartment complex was first occupied in 1972.

Site: The properties are serviced by underground utilities that include electricity, public sewer, and water. There are telephone and cable TV lines installed. Parking for residents is provided in moderately sized striped asphalt parking areas adjacent to the buildings. There are a small number of extra spaces for visitors. Trash is managed in dumpsters strategically located throughout the property. Concrete walkways connect the entrances to the apartments and townhouses to the green spaces between the buildings and to the parking lots and common area buildings. The playground area is equipped with swings and a playground set for smaller children. Site lighting is provided by LED lighting located throughout the complex. Building entrance lights are also located at the private entrances to each of the apartments and townhouses.

Architectural: The buildings' facade is brick on the lower half of the buildings and vertically installed vinyl siding on the upper half of the buildings. The roofs are asphalt fiberglass shingles. There are gutters at the eaves that are connected to downspouts which drain to splash blocks or a below ground common drainage system depending on location. The buildings' foundations are slab. The windows throughout are double hung aluminum windows.

Mechanical and Electric: The apartments are heated by a natural gas condensing forced hot air system. Air conditioners are not provided. Hot water is provided by a naturally drafted natural gas water heater located each of the buildings. Living units are equipped with at least one smoke detector per floor. Ground fault outlets are provided in the kitchen and bathroom. Fire extinguishers are not provided.

Dwellings: Apartments are one to five bedrooms and range in size from 920 SF to 1578 SF. The interior walls and ceilings are painted drywall. Interior doors are a mix of wooden slab, bi-fold, and metal louvered doors depending on purpose. Door and window trim and base molding is painted. The flooring throughout is Vinyl Composition Tile (VCT). Kitchen cabinets are wood and installed at the base and on the wall; countertops are laminate with a double bowl stainless steel sink with a single handle faucet. Each unit is provided with a 15 cu ft refrigerator with top mounted freezer, a 30 inch natural gas range, and a recirculation range hood with light. The bathrooms are equipped with cast tubs with 1piece ceramic surrounds, wall mounted single handle faucets, surface mount medicine cabinet, and a 1.6 GPF toilet.

The property is well maintained and is in good condition for its age of 42 years.

Strategic Repositioning

The property is considered one of the "C-" properties and would be conducive for a possible RAD PBV conversion or other method to remove from public housing. The current configuration would need to be changed and the site needs a reduction of the large units and convert them to smaller bedroom sized units. Relocation cost may increase as a result of the reconfiguration. This property should also be explored for possible demolition.

South Park:

- Family: 3-6 units
- Over-housed people- 25%
    - 311 bed
    - 286 people
- 2 sides of road
- 18.5 acres
- Tenants trash
- Families getting smaller
- Housing of last resort

Strengths:

- School District is awesome
- Near Hospital and employment opportunities

Weakness:

- Least desirable location
- Development cut in half by major roadway
- Utility Issues
    - Gas
    - Electricity
    - City Dump on the same road as development.
- Crime
- High Expenses
- Client issues
- Plumbing/drains
- Rodents in the woods

Opportunities:

- 5 and 6 bedrooms- change to bedroom sizes
- Enhanced services in the area
- Overall site

Washington Manor

CRH-#2, #3, #5, and #7

Overview

CRH-2, CRH-3, CRH-5, CRH-7

500 Clendenin Street / 700 Clendenin Street/Daniel Boone Dr /Ida Mae Way/Clark Street/McCormick Street/Joseph Street/Bibby Street
Charleston, WV

The subject property consists of four Low-Income Housing Tax Credit properties, CRH #2, #3, #5 & #7, with two low-rise buildings of three floors containing 36 apartments each, an office/community building, and 24 residential buildings containing 90 units. In all there are 88 one-bedroom apartments, 50 two-bedroom apartments, 22 three-bedroom units, and 2 four-bedroom units. The development is located on approximately 8.83 acres of landscaped grounds and has a playground in the center of the complex. The buildings was first occupied in 2009.

Site: The property is serviced by underground utilities that include electricity, public sewer, and water. There are telephone and cable TV lines installed. A parking lot is located at the rear of each low-rise building. Trash is managed by trash chutes on each floor that are connected to a dumpster located on the first floor for the low rise. There are dumpsters strategically located for the townhouse buildings. Foundation plantings and trees provide visual interest and shade for the residents. Site lighting for the building are provided by a combination of city streetlights and building mounted HID lighting. Building entrances and emergency exits are also lighted.

Architectural: The living unit buildings' facade is a mix of red brick and vinyl siding. The common area is all red brick facade. The roof is asphalt fiberglass shingles. There are gutters at the eaves that are connected to downspouts which drain to splash blocks or a below ground common drainage system depending on location. The buildings' foundations are slab. Windows throughout are double hung aluminum.

Mechanical and Electric: The units are heated by a forced hot air system. Domestic hot water is provided by electric hot water. Living units are equipped with at least one smoke detector per floor and per bedroom. Each kitchen is equipped with a dishwasher and garbage disposer. Ground fault outlets are provided in the kitchen and bathroom.

Dwellings: The living units are one bedroom to four-bedroom units ranging in size from 672 SF to 1427 SF. All the apartments have a kitchen, dining area, living room, bathroom, and bedrooms. The interior walls are painted drywall. Interior doors are wooden slab or metal bifold depending on purpose. Door and window trim and base molding is painted. The flooring in the bedrooms are carpet and vinyl throughout the rest of the house. Kitchen cabinets are wood and installed at the base and on the wall; countertops are laminate with a double bowl stainless steel sink with a single handle faucet. Each unit is provided with a 16-cu ft refrigerator with top mounted freezer and a 30-inch electric range. The bathrooms are equipped with a fiberglass tub (roll in shower H/C) with a three-piece fiberglass surround, vanity with cultured marble top, a single handle faucet, medicine cabinet, and a 1.6 GPF toilet.

The property is well maintained and is in good condition for its age of years.

Strategic Repositioning

The property is considered one of the “A” properties and would be conducive for a possible RAD PBV conversion on the public housing that is contained in the LIHTC program.

LIHTC Schedule

Property	Placed in Service	15-year LIHTC	Units			General Partner Exited
			PH	PBV	Total	
CRH #2	2008	2023	0	8	8	No
CRH #3	2010	2025	39	41	80	No
CRH #5	2012	2027	40	26	66	No
CRH #7	2013	2028	0	8	8	No
			79	83	162	