

**CONNECTICUT
STATE-SPONSORED HOUSING PORTFOLIO
CAPITAL PLAN**

**PREPARED BY
RECAP REAL ESTATE ADVISORS**

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1. Executive Summary

The State of Connecticut has a long-standing commitment to the State-Sponsored Housing Portfolio (SSHP), a portfolio of affordable housing financed in whole or in part with state funds and which serves individuals and families in towns and cities across the State. Many of the SSHP properties offer extremely low rents that provide affordable housing options to the State's lowest income households. Over the last 10 years, the State has invested approximately \$172 million in State or State-managed funds in 225 SSHP properties. Today, 299 of the SSHP properties, with 11,208 units, remain in need of recapitalization support.

In 2012, Governor Dannel P. Malloy proposed a \$300 million 10-year investment in the remaining SSHP properties. He also proposed an incremental increase of \$1.5 million each year in appropriations for Rental Assistance Payment (RAP) program subsidies to subsidize approximately 150 units per year and resulting in approximately 1,500 additional households assisted by 2023. The Legislature endorsed this program by appropriating funds for the first three years of the effort so far.

The Connecticut Housing Finance Authority (CHFA) and the Department of Housing (DOH) are charged with planning and implementing this investment. CHFA, in consultation with DOH, commissioned this Capital Plan to evaluate the physical, financial and operational needs of the SSHP properties, to identify policy issues implicated in the plan, and to develop recommendations for implementation of the Capital Plan.

A. 10-Year Revitalization Initiative

The projected capital need of the SSHP properties over the 10-year revitalization effort is \$275 million, with approximately a third of the total representing the cost to replace building systems already past their expected useful life. The Governor's \$300 million proposal, less the funds already spent on properties not covered by the Capital Plan, can fully address this need. This investment will ensure that the SSHP continues to provide safe and high quality housing options for low-income households over the next decade.

The new RAP subsidies can also address operating challenges currently facing the many properties struggling to balance their budgets while simultaneously protecting the residents. Seventy percent of the SSHP owners experience occasional operating funding shortfalls. By 2014, 47% of the SSHP properties could have expenses greater than income using trending from the most recently-available income and expense data (often 2012 or earlier). Further analysis indicates that by 2023, 64% of the properties are likely to have sustained negative cash flow.

To address this operating deficit problem, the State can allocate the new RAP subsidies to the most vulnerable properties and the most rent burdened residents. Since the Governor's proposed new RAP subsidies pay a higher contract rent than current unsubsidized rents, low income families can have secure housing while the properties would experience a boost in revenue and an increase in operational stability. Together, the Governor's planned capital investment and RAP subsidies will address the portfolio's 10-year needs.

B. Opportunity to Secure Long-Term Sustainability

The Governor's proposed investment creates an even greater opportunity for the State, an opportunity to secure this affordable housing resource long into the future. With third party leverage, strategic allocation of both the capital funds and the anticipated new RAP subsidies, and implementation of standardized policies common under other affordable housing programs, the State can instigate recapitalization transactions which:

- Ensure that the properties have the resources to cover virtually all of the 20-year needs of the portfolio without the continuation after 2023 of a \$30 million annual investment;
- Build reserves so that routinely available affordable housing resources, such as tax exempt bonds, Low Income Housing Tax Credit (LIHTC) allocations or federally insured debt, are adequate to cover subsequent recapitalization needs;
- Incorporate green investments and market-driven architectural modifications; and
- Protect current residents in their homes while moving to a more consistent and sustainable revenue structure.

With the revitalization initiative's proposed funding, the State has an opportunity to invest in the long term. Projecting ahead 20 years, the recapitalization needs of the SSHP are almost \$700 million. The State's \$300 million capital investment, together with its increased annual rental assistance subsidies can, if leveraged appropriately, fully cover this cost.

For this leverage strategy to succeed, revenue at SSHP properties must increase to a sustainable level. Lenders and investors need to underwrite positive budgets for 15-20 years, and as currently operated the majority of SSHP properties will experience operating deficits during the 20-year underwriting window. To turn this around, necessary steps include:

- Gradual increases in the revenue potential of each property, while maintaining each property's focus on serving low and moderate income households. This outcome could be achieved by incrementally increasing base rent levels to an appropriate standard based on local income and rent levels and relying on the new and existing rental assistance subsidies to meet the needs of the lowest income households.
- Strategic allocation of the new RAP subsidies to protect current residents.
- Technical assistance and capacity support for the portfolio property owners so that they can lead the planning process and successfully implement the recapitalization efforts
- Potential changes to the statutory and regulatory framework under which the SSHP properties operate.

Long-term projections of positive net operating income will enable SSHP owners to leverage the State's funding commitment with debt and LIHTC equity. To maximize this leverage and fully cover the cost of a comprehensive recapitalization and stabilization strategy, the State will need to attract investor interest in the portfolio's smaller transactions. The Capital Plan recommends

that the State encourage SSHP owners to cluster properties in their portfolios into larger transactions. Even with this measure, the State should also explore initiatives such as standardizing transaction structures or providing credit enhancement for tax credit transactions to maximize third party leverage.

C. Summary

The Governor's 10-year revitalization initiative – \$300 million in capital funds and \$1.5 million in additional rental assistance subsidy for each of the 10 years of the initiative – fully covers the SSHP properties' 10-year capital needs and allows revenue adjustments to address current operating challenges. When strategically paired with private debt and equity sources, the proposed funds are sufficient to put the portfolio on a sustainable long-term trajectory, covering an additional 10 years of capital needs and avoiding the need to appropriate additional resources between 2023 and 2032 to cover the capital needs which will come due during that time frame. To seize this opportunity, the State, the owners and the affordable housing community will need to embrace four important action items:

1. Implementation of a hybrid approach to cover operating costs which includes raising revenues at some properties using the State's RAP subsidy and increasing tenant-paid rents where appropriate;
2. Assembly of transactions at a scale sufficient to facilitate debt and LIHTC leverage;
3. Collaboration between smaller or less-experienced owners and potential development partners, either from within the portfolio ownership community or from outside organizations and consultants, to access the necessary knowledge to implement transactions of this scale; and
4. Review of the regulatory and statutory framework governing the portfolio and modernization as necessary including, for example, harmonizing SSHP requirements with those of other affordable housing programs.

With appropriate planning, local participation and leverage, this investment is sufficient to put every SSHP property on a sustainable trajectory for the long-term. Upon implementation of the recommendations in this Capital Plan, the SSHP owners can continue to serve their affordable housing mission with sustainable operating budgets and sufficient resources to build reserves for future capital needs. Program rules will be consistent and simpler to comply with and administer. Residents can be confident in their ability to remain in their homes and the State can be confident in the ability of the SSHP to continue serving the low-income families of Connecticut long into the future.

2. Introduction

A. The State-Sponsored Housing Portfolio

The Connecticut State-Sponsored Housing Portfolio (SSHP) is evidence of the State's commitment to build affordable housing for its low-income families and seniors independent of and in addition to affordable housing production driven by Federal policy.¹ The portfolio consists of affordable housing properties constructed or rehabilitated with capital subsidies provided under the following programs, which are described in more detail in Appendix B:

- Moderate Rental Housing Program
- Elderly Housing Program
- Congregate Housing for the Elderly Program
- Affordable Housing Program
- Limited Equity Cooperatives Program
- Mutual Housing Program and
- Homeless Housing Program.

Combined, these programs have funded the development of 407 SSHP properties providing affordable housing to nearly 18,000 households across the State. The programs have been managed by the State acting currently through the Connecticut Department of Housing (DOH), formerly a division of the Connecticut Department of Economic and Community Development (DECD).

In most instances the SSHP properties are not supported with ongoing operating subsidies. Some of the units within the portfolio benefit from monthly rental assistance payments associated with the unit and the property. In addition, some residents benefit from rental assistance payment subsidies which are "portable," staying with the household as they move from place to place, rather than associated with the unit. The primary rental assistance subsidies which support property revenue at properties within the portfolio are described below.

- The ***Elderly Rental Assistance Program*** (ERAP) offers project-based rental assistance contracts for units in some Elderly Housing Program properties. Under this program, the State pays the difference between a tenant contribution equal to 30% of the tenant's household income and the base rent. The ERAP assistance is not necessarily allocated to

¹ The State-Sponsored Housing Portfolio is not the extent of the State's commitment to affordable housing. For example, Connecticut has funded affordable housing projects through many initiatives, including, for example, the State Housing Tax Credit Contribution (HTCC) Program, Competitive Housing Assistance for Multifamily Properties (CHAMP) Initiative, the Supportive Housing Program, capital funding for 9% LIHTC projects, and other cross-silo programs that address housing needs in conjunction with other health or disability needs and a variety of other initiatives. The State also supports and implements a variety of affordable housing programs that are instruments of Federal affordable housing policy, funded in whole or in significant part, by the Federal government or Federal tax policy, such as the LIHTC program, Section 8 programs, Housing Opportunities for People with AIDS, the Emergency Shelter Grant Program, and the Community Development Block Grant (CDBG) Small Cities program.

all of the units in a property. The extent of ERAP assistance is defined by the State budget appropriation for the property and, absent an expansion in the ERAP program, the number of households assisted declines if the base rent figure is increased.

- The ***Rental Assistance Program*** (RAP) provides rental assistance to income eligible households. RAP subsidies are generally provided under a “portable” structure, providing a rental subsidy for households as they move from place to place, but can be offered under a project-based structure where the subsidy stays with the property and is not portable. Under RAP, the State establishes a payment standard on a community-by-community basis using a methodology similar to the federally established “Fair Market Rent” (FMR) for the region. The tenant pays a percentage of the tenant’s household income in rent (30% for elderly and disabled households, 40% for families) and the State provides subsidy to bring the total rental revenue up to the approved contract rent.
- ***Project-Based Voucher or Project-Based Rental Assistance Section 8 Housing Assistance Payments*** (PBV or PBRA) offer project-based rental assistance from the Federal government to income eligible households. PBV and PBRA subsidies stay with specific units and are not portable. HUD establishes a payment standard on a community-by-community basis. The tenant pays 30% of the household income in rent and HUD provides the difference up to the approved contract rent.
- ***Mobile Section 8 Housing Choice Vouchers*** (HCV), another Federal rental subsidy program, offers families a portable voucher for rental assistance. Calculated parallel to the PBV assistance, the HCV subsidy follows the family, moving from place to place as the family moves.

The Connecticut Housing Finance Authority (CHFA) acquired fiscal responsibility for this portfolio in 2003, pursuant to Connecticut General Statutes 8-37uu, which transferred the housing loan portfolio and the associated administrative functions from DECD to CHFA. CHFA’s priority over the last decade has been to stabilize and modernize the properties in the portfolio to preserve their long-term affordability for Connecticut families and to protect current residents. This strategy resulted in federalization of some state-sponsored housing (making the properties eligible for federal public housing operating and capital subsidies), preservation transactions under the HUD Mark to Market program, recapitalization using affordable housing funding structures such as LIHTC, CDBG, HOME, American Reinvestment and Recovery Act (ARRA) stimulus and similar funding programs, recapitalization with State capital subsidy, and renovations under energy efficiency and weatherization programs. For example, in 2011-2012, CHFA worked with the Connecticut Department of Social Services to weatherize 123 properties with over 4,300 units, using over \$20 million in ARRA stimulus funds and \$6 million in Connecticut Energy Efficiency program funds.

Due to these stewardship activities, which have preserved long-term affordability and improved operational sustainability of the properties, many of the initial 407 properties have been removed from the portfolio over the last decade. Figure 1, below, provides a summary of the recent history of the portfolio prior to the current SSHP revitalization initiative. These efforts have brought an investment of \$172 million in state and federal funding to the portfolio, assisting 225 properties and over 10,400 affordable housing units. Figure 2, below, provides a summary of

these investments, all of which precede or are independent of the current SSHP revitalization initiative.

Figure 1: *Recent History of Property Resolution Activities within the State-Sponsored Housing Portfolio, prior to the current State-Sponsored Housing Portfolio Revitalization Initiative.*

	Properties	Units
<i>State-Sponsored Housing Portfolio in 2003</i>	<i>407</i>	<i>17,764</i>
Properties Removed from the Portfolio Prior to January 1, 2013:		
Transferred back to DOH – portfolio reconciliation or other reasons (affordability preserved)	17	641
Loans paid off under HUD Mark-to-Market (affordability preserved)	4	392
Federalized (affordability preserved)	14	510
Recapitalized or restructured under other CHFA affordable programs (affordability preserved)	26	2,130
Affordability maintained through restrictive covenants	3	35
Subtotal of Properties removed	64	3,708
<i>Portfolio as of January 1, 2013</i>	<i>343</i>	<i>14,056</i>

Figure 2: *Investments in the State-Sponsored Housing Portfolio since 2003 which are independent of the current SSHP revitalization initiative. (For investments funded under the initiative or funded by third parties in conjunction with this effort, see Figure 3.)*

	Properties	Units	Investment²
CHFA Loans and Financial Restructurings	57	3,961	\$12,875,319
CDBG Grants	46	1,673	\$19,469,861
HOME Grants	1	13	\$412,500
Sustainability Grants	11	313	\$2,317,474
ARRA Stimulus Grants	3	128	\$1,113,346
Housing Trust Fund	1	51	\$2,800,000
SHRP	11	484	\$10,000,000
Weatherization Grants	123	4,381	\$26,093,775
Low Income Housing Tax Credits	12	987	\$97,077,851
Less Properties Benefitting from Multiple Sources	(40)	(1,572)	
Total Investment	225	10,419	\$172,160,126

² Data provided by CHFA as of November 2013.

B. The SSHP Revitalization Initiative and the Capital Plan

A year into his first term, in 2012, Governor Dannel P. Malloy articulated his stewardship agenda by proposing a major investment in the SSHP, specifically a \$300 million fund over 10 years to recapitalize the portfolio and an annual incremental increase of \$1,500,000 in rental assistance payment (RAP) program appropriations over the same 10-year period.³ The Legislature appropriated funds in each of FY2013 through FY2015 for this effort, an indication of its support for the Governor's 10-year plan. In launching this recapitalization effort, the State continues to demonstrate its commitment to this portfolio and to housing Connecticut's low-income residents. Implementation of the revitalization initiative has followed two tracks – preliminary funding awards and long-term planning for the allocation of the remaining funds across the portfolio.

CHFA commissioned this Capital Plan to provide an objective, third party evaluation of the needs of the portfolio and to generate recommendations to maximize the potential of this investment. CHFA engaged a team led by Recap Real Estate Advisors to complete this evaluation and to prepare reinvestment recommendations focused on the long-term viability of the portfolio. The Recap team covers a full spectrum of expertise from multiple disciplines, ranging from finance to property operations; capital needs assessments to market studies and resident services to redevelopment strategies. All members of the team are specialists in affordable housing. Additional information about the team can be found in Appendix C.

To move quickly and allocate early year funding, the State, acting through CHFA and DOH, has made initial funding awards to properties with urgent capital needs or properties with shovel-ready recapitalization plans. Figure 3, below, provides a summary of revitalization initiative investments to date. As of December 31, 2013, CHFA and DOH have allocated almost \$48 million in SSHP revitalization funds to specific projects, leaving approximately \$252 million for the remainder of the 10-year revitalization initiative.⁴

³ This \$1.5 million appropriations increment is estimated to provide rental assistance payments to 150 or more households per year.

⁴ These figures do not include the pending applications for moderate rehabilitation funding.

Figure 3: Investments in the SSHP under the current SSHP Revitalization Initiative as of December, 2013.

	Properties	Units	State Subsidy Investment
First Year (FY2013) \$30 Million			
Rehabilitation Projects	14	403	\$16,830,196
Tax Credit Conversion	1	84	\$4,860,000
Predevelopment Grants to Owners	71	4,079	\$8,000,000
Second Year (FY2014) \$30 Million			
“Ready” Projects	4	268	\$16,700,000
Predevelopment Grants to Owners	8	647	\$1,600,000
Net Properties and Investment	98	5,481	\$47,990,196

1. Study Properties

The portfolio includes 343 properties, with 14,056 units. Forty-four of the SSHP properties have been excluded from the Capital Plan study for property-specific reasons. For example, they were recently recapitalized, were already awarded funds for specific recapitalization strategies or were covered by separate financing initiatives. The Capital Plan’s primary focus is on 281 of the remaining 299 properties. The remaining 18 properties are in the Homeless Housing Program. These 18 Homeless Housing properties received a capital needs assessment but are otherwise not included in the 281 study group properties due to their unique operating characteristics.

Figure 4 tracks the current portfolio and indicates how the study group properties were selected. Figure 5 shows the breakdown of the CHFA program types within the study group. A full listing of the properties covered by the Capital Plan is attached in Appendix D to this report.

Figure 4: Selection of Properties for Inclusion in the State-Sponsored Housing Portfolio Capital Plan Study Group.

	Properties	Units
Portfolio as of January 1, 2013	343	14,056
Properties Removed from the Capital Plan Engagement		
State Housing Rehabilitation & Preservation Program Awardees	11	484
Supportive Housing	1	76
FAF Loan	1	50
Tax Credit Awardees	5	533
Other Pre Development Funding	2	770
First-Year Awardees under State-Sponsored Housing Modernization	14	467
Second-Year Awardees under State-Sponsored Housing Modernization (as of November 15, 2013)	4	214
Other Removed Properties	6	254
Subtotal of Properties removed	44	2,848
Properties in the Capital Plan Engagement for CNA Only		
Homeless Housing Program Properties	18	455
Properties within the Capital Plan Study Group	281	10,753

Figure 5: Breakdown of Program Types Represented in the Capital Plan Study Group.

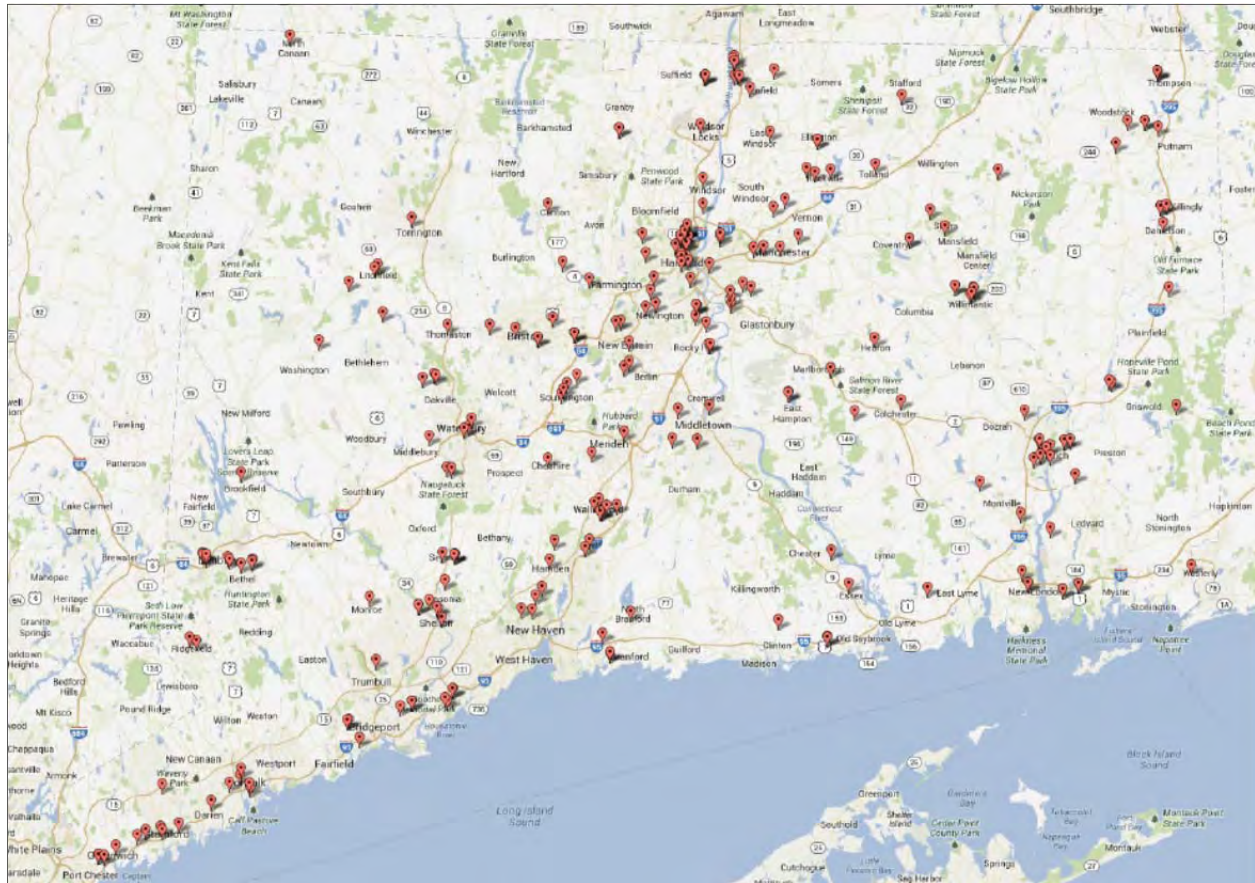
CHFA State Housing Program Type	Properties	% of Total
Elderly	171	60.9%
Moderate Rental	51	18.1%
Congregate	20	7.1%
Affordable Housing	17	6.0%
Mutual Housing	1	0.4%
Limited Equity Cooperative	21	7.5%
	281	100.0%

As shown below, these properties are diverse, including urban, suburban and rural locations. They are distributed throughout the State, in 95 municipalities, although they are more concentrated in the heavily populated regions of the State. The distribution of properties within the study plan is reflected in Figure 6 and Figure 7, below.

Figure 6: Towns Represented in the State-Sponsored Housing Portfolio Capital Plan Study

Ansonia	1	Hartford	24	Putnam	3
Ashford	1	Hebron	1	Ridgefield	3
Berlin	2	Ledyard	1	Rocky Hill	3
Bethel	3	Litchfield	3	Seymour	4
Branford	3	Manchester	5	Shelton	3
Bridgeport	1	Mansfield	3	Simsbury	3
Bristol	4	Marlborough	1	South Windsor	2
Brookfield	1	Meriden	2	Southington	5
Brooklyn	1	Middlebury	1	Stafford	3
Canton	1	Middlefield	1	Stamford	5
Cheshire	1	Middletown	2	Stonington	2
Clinton	1	Milford	4	Stratford	3
Colchester	3	Monroe	1	Suffield	3
Coventry	2	Montville	2	Thomaston	2
Danbury	6	Morris	1	Thompson	3
Danielson-Killingly	4	Naugatuck	6	Tolland	1
Darien	1	New Britain	3	Torrington	1
Deep River	1	New Haven	2	Trumbull	5
Derby	3	New London	2	Vernon	4
East Hampton	2	Newington	3	Voluntown	1
East Hartford	3	North Branford	2	Wallingford	7
East Windsor	3	North Canaan	1	Washington	1
Ellington	2	North Haven	2	Waterbury	3
Enfield	10	Norwalk	5	Watertown	3
Essex	1	Norwich	11	West Hartford	3
Fairfield	3	Old Lyme	1	Westbrook	2
Farmington	2	Plainfield	1	Wethersfield	4
Glastonbury	5	Plainville	3	Windham	6
Greenwich	6	Plymouth	2	Windsor	3
Griswold	2	Pomfret	1	Windsor Locks	1
Groton	4	Portland	2	Woodstock	1
Hamden	5	Preston	1		

Figure 7: Map of Properties in the State-Sponsored Housing Portfolio Capital Plan Study Group



Most of the properties included in the study are owned by mission-driven, public purpose organizations. Of the 281 properties, 219 (78%) are owned by local housing authorities; 47 (17%) are owned by non-profit organizations; and 15 (5%) are owned by for-profit organizations.

2. Objectives of the Capital Plan

This Capital Plan is designed to evaluate the needs of these 281 properties, including their physical, financial and operational needs and to use this information to maximize the impact of the Governor's proposed 10-year investment. The goals of this document are be a planning tool for CHFA, DOH, the Office of Policy and Management (OPM), the property owners and residents regarding the needs and recapitalization opportunities at each SSHP property and the potential opportunities presented by the Governor's planned investment in the portfolio. Specifically, this report intends to:

- Provide baseline capital needs and market condition data to inform planning efforts;
- Suggest transaction structures for each property (which the owners, in consultation with their tenant associations, can consider as options as they refine their own strategic plans);

- Provide examples of alternative stewardship strategies, such as deep “green” retrofits or significant architectural changes to the property;⁵
- Provide a resource for residents to inform themselves of potential recapitalization activities so that they can actively participate in the planning and implementation of public housing revitalization and recapitalization efforts;
- Provide programmatic and policy recommendations to put the portfolio on a sustainable trajectory while assuring quality, market-responsive affordable housing; and
- Provide suggestions for allocating the State’s investment of \$300 million into the portfolio during the 10-year revitalization period and allocations of the State’s commitment for new RAP contracts. The Plan’s recommendations acknowledge that the first \$48 million of this total has already been awarded to SSHP properties not included in the Capital Plan study group.

This Capital Plan describes the analysis and modeling which informed Recap’s recommendations and illustrates some of the tensions associated with resource allocation decisions. In some instances, the assumptions used in the financial model generated results which Recap considered undesirable or unworkable. The model and its results are described in Chapters 4 and 6. The recommendations themselves, described in Chapter 8, are informed by, but do not always match the scenarios reflected in, the financial model.

The ultimate decisions rest with CHFA and DOH as stewards of the portfolio administering each agencies’ respective programs. Each agency will consider emerging information and changing conditions over time. However, Recap anticipates that the Capital Plan’s recommendations can serve as a useful guide for the State’s resource allocation decisions.

⁵ These options may be more expensive in the short term, but may offer significant financial and environmental returns over time. Architectural changes, such as reconfiguration of units, selective demolition and new construction, may make the property significantly more responsive to current and anticipated community and market needs.

3. Research Methodology

Recap, in consultation with its sub-consultants, CHFA staff and representatives of the owner community, developed a rigorous research framework designed to draw together data about each property from a wide range of sources. The major components of the data collection process, described in more detail below, are a) aggregation of data from the CHFA databases, b) capital needs assessments, c) market research and d) owner input.

A. CHFA Data

The first of the four major streams of data input is the property data extracted from the CHFA databases. Over the years, CHFA built databases with information the SSHP owners have submitted to comply with regulatory reporting requirements. CHFA provided data on the study group properties to Recap, specifically sharing:

- Property information, such as location, program type, unit counts, size of units, the availability of accessible units and property amenities
- Building information, such as the number of buildings, year of construction, primary construction type, number of stories and basic information about utility arrangements
- Revenue and operating expense information, such as base rent amounts, resident services budgets, allocation of expenses among major cost categories and reserves
- Public subsidy information, such as Federal Section 8 rental assistance, state rental assistance payments, state-provided resident service coordinator grants, state-paid congregate services and exemptions from local real estate taxes under payment-in-lieu-of-taxes (PILOT) agreements
- Recent financial history and current debt, and
- Tenant demographic information such as the size of each household, their income level, the income's relationship to the local AMI and utility allowance amounts.

B. Site Assessment

The second major stream of data input is the site assessment information. On-Site Insight (OSI), a Recap subsidiary which focuses on multifamily housing capital needs assessments, conducted a site visit and assessment of the physical needs of each property covered by the Capital Plan.

The capital needs assessments (CNAs) were performed consistent with CHFA's Standards of Design and Construction and data format. OSI's Building Performance Institute (BPI) certified analysts thoroughly inspect the exterior, interior and systems of the property, analyzing the remaining economic life of all significant building components. Each CNA includes a brief

narrative, an estimate of the costs required to maintain the property for 20 years, projections of appropriate reserve requirements to cover these costs and photographs of the property.⁶ The CNAs for the 281 properties in the study group and for the 18 Homeless Housing Program properties are included in Appendix U.

To ensure consistency across the Capital Plan study, OSI used a standard cost structure for the properties based on the RS Means data. RS Means is a construction estimation database, updated annually, which provides cost information on labor, materials and overhead for all construction activities.⁷

The standard CNA focuses on the maintenance of the property as currently configured. It does not explore enhancements to the property based on market expectations, programmatic elements or improved energy efficiencies. To quantifying the cost premium associated specifically with energy efficiency enhancements, OSI conducted a “Green CNA” on a sample of 12 properties. The Green CNA includes elements such as infrared photos to evaluate the insulating quality of the building envelope, indoor air quality analysis, an energy analysis to evaluate utility consumption, carbon footprint calculations and retrofit recommendations.

The CNA is a starting place for the cost of capital improvements, and is a good reflection of items which would be incorporated into routine maintenance of a property. In a comprehensive recapitalization transaction, however, other costs need to be included, and these are reflected in the transaction models, not the CNAs. These additional costs include general contractor overhead and profit (approximately 16% of the CNA total) and an allowance for soft costs (such as architecture or design, relocation, transaction costs). In some cases, Recap also added to the transaction models an allowance for architectural enhancements based on market concerns raised by the owners or the market studies.

Capital Needs Assessments Components:

1. *Site Improvements*
 2. *Building Exterior*
 3. *Roofing*
 4. *Lobby/Mail Area*
 5. *Community Room*
 6. *Common Hallways*
 7. *Common Stairways*
 8. *Common Laundry*
 9. *Common Area Restrooms*
 10. *Building Boilers*
 11. *Building Mechanical*
 12. *Building Electrical*
 13. *Building Elevator*
 14. *Building Structural*
 15. *Unit Living*
 16. *Unit Kitchens*
 17. *Unit Bathrooms*
 18. *Unit Electrical*
 19. *Unit Mechanical*
-

⁶ CHFA’s standard capital needs assessment is for a 20-year time frame. While the capital needs assessments do often highlight code issues, they are not a code inspection or a definitive determination of whether the property complies with current Connecticut codes. Detailed code inspections would more appropriately be part of the architectural design development process which contributes to the detailed scoping of specific revitalization transactions.

⁷ RS Means includes an adjustment factor for price variations by geography, but discrete variations within submarkets may not be captured in the RS Means data. In Connecticut, the local multipliers range from 0.97 to 1.05. Given that the average of this spread is quite close to the unadjusted national standard of 1.0, and in order to provide consistency across the portfolio, the CNAs were issued using the unadjusted national figures.

Even with these additions, the costs in the transaction models will vary from the cost of the work ultimately performed. The owners of each property will consult their stakeholders to add to and subtract from the scope of work. During the course of the Capital Plan analysis, the Connecticut Department of Labor informed CHFA and DOH that capital improvements paid for under this program will be subject to state prevailing wage requirements, which are not reflected in the transaction models. Finally, actual construction costs will reflect local construction market conditions at the time of the bids.

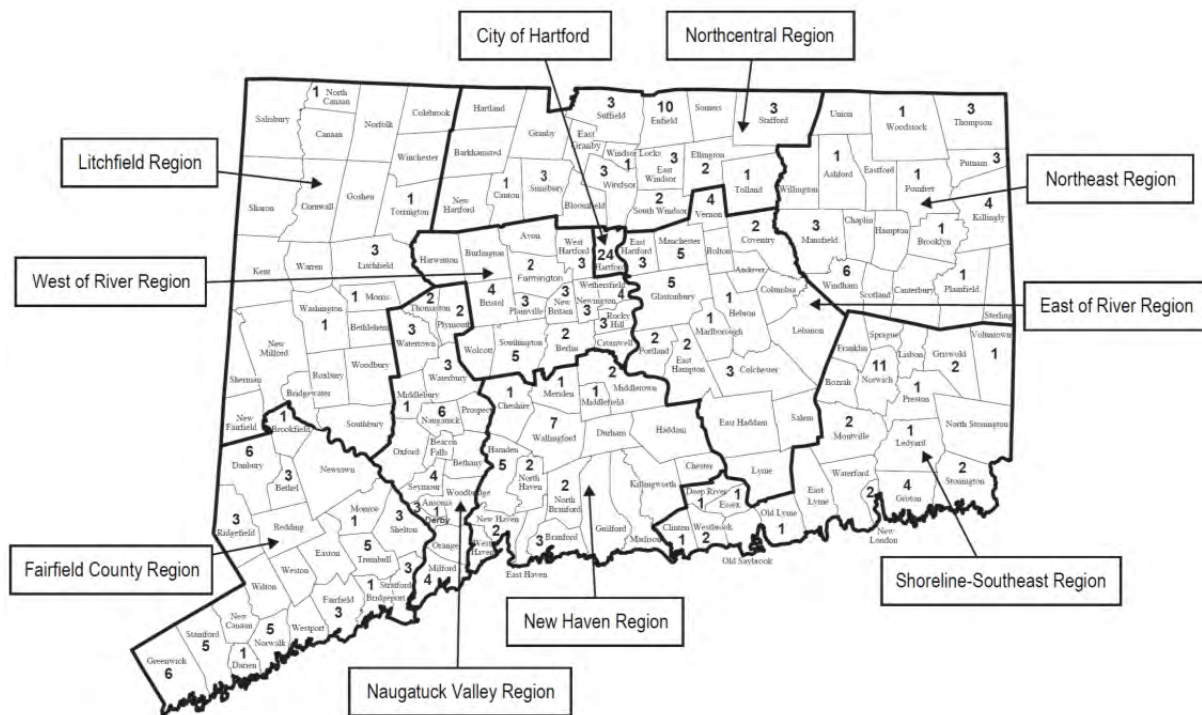
C. Market Condition Assessments

The third major data input stream is market information, contained in the town market context assessments and a sampling of specific property market condition assessments.

1. Town Market Context Assessments

AMS Consulting LLC (AMS), a member of the Recap team, completed a desk study of the market for each of the 95 municipalities in which a study group property is located. The town market context assessments, and the general market understanding of the AMS team, contribute to the division of the state into several market sub-regions, illustrated in Figure 8 below.

Figure 8: Connecticut Housing Market Sub-Regions⁸.



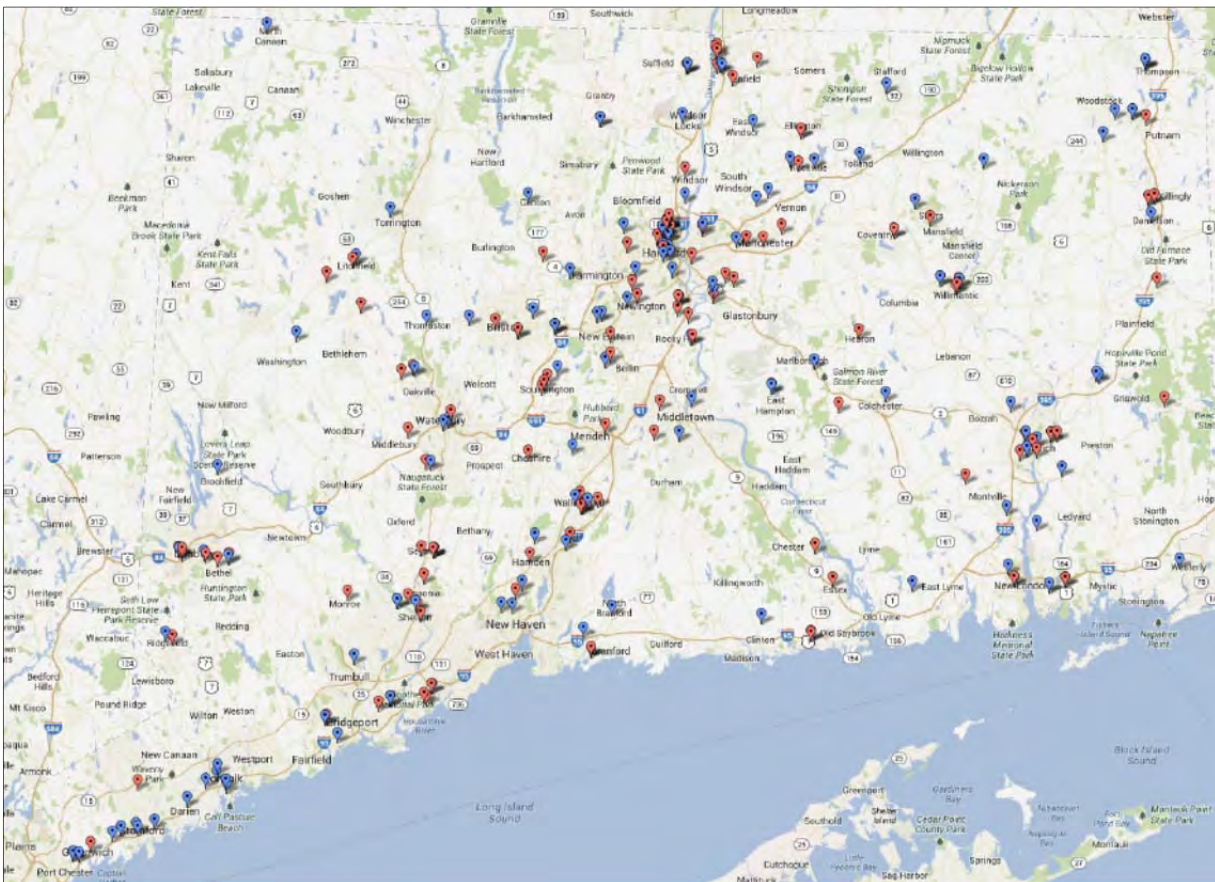
⁸ Note: The numbers indicate the number of properties in the State-Sponsored Housing Portfolio Capital Plan Study Group (i.e., exclusive of the Homeless Housing Program properties) in each town. Source: AMS Consulting LLC.

The town assessments examine the general economic condition of the community, including factors such as labor and employment trends, household demographic trends, and income trends, which inform further interpretation of the market information. The town assessments provide information about housing tenure and vacancy trends and describe the economic and demographic trends influencing future rents. In addition, when combined with the market sub-region analysis, the town assessments inform the applicability of one property market condition assessment to nearby properties, shaping the sampling methodology for the property market condition assessments. Copies of the town market context assessments are included in Appendix E.

2. Property Market Condition Assessments

Recap and CHFA determined that a sample of 125 detailed property market condition assessments was sufficient to understand the markets impacting each property. The sampling was based on the target resident population (family, elderly or congregate care), the market sub-regions, the comparability of towns and the proximity of similar properties already in the sample. Properties selected for individual assessments are identified in blue in Figure 9.

Figure 9: *Property Market Condition Assessment Sampling. Blue pins correspond to communities subject to a property market condition assessment. Red pins correspond to communities not individually studied.*



The property market condition assessments examine the location, amenities, unit sizes, rents and waiting list for the subject property, as well as the comparable residential communities that might be competition. AMS also studied the rent and income profile of the current tenants to inform conclusions about potential future rent and income structures. Finally, AMS examined whether a higher income population could be attracted to the site if a mixed-income strategy were to be implemented, noting the highest rent which could be achieved. AMS only looked at higher income populations within the eligibility range of the State's affordable housing programs. However, a conclusion in the market study that the property could appeal to higher income households or that higher rents could be achieved does not necessarily indicate that higher rents are recommended or desirable.

Ultimately, AMS explored the market depth and the potential for the subject property to “capture” – or attract to live at the community – tenants at different income levels and rent levels. The market studies outline the potential to adjust rents to generate additional revenue, providing data to inform Recap (and ultimately the State, the owners and residents) in developing recommendations to put the properties onto self-sustaining trajectories.

The property market condition assessments are included in Appendix T. While Recap identified the assessment used as the reference point for each site-specific property assessment, owners may, of course, refer to other property market condition assessments in Appendix T for additional market context.

D. Owner Questionnaire

Finally, Recap considered qualitative information gathered from the owners of each property as the fourth data input stream, to provide context for the data generated from the CHFA databases, the capital needs assessments and the market research. Recap and Viva Consulting, in consultation with CHFA and owners' representatives, developed a questionnaire to solicit information about operational and programmatic challenges and opportunities the owners see in their daily work.⁹ The questionnaire was distributed on-line and in hard copy. The response rate was exceptional. Recap received completed questionnaires from 139 owners representing 275 (98%) of the 281 State-Sponsored Housing properties in the Capital Plan study group. The questionnaire included 54 multiple choice and open-ended questions on topics such as:

- The owner's organization, capacity and current experience
- Perceptions of the State-Sponsored Housing regulations and their impact on property operations
- The owner's annual budgeting process and its impact on operations
- The owner's impressions of the market
- Resident engagement and resident services

⁹ In preparing the owner questionnaire, Recap and Viva shared drafts of the questionnaire with the leadership of ConnNAHRO, the Connecticut Chapter of the National Association of Housing and Redevelopment Officials, which represents the housing authorities in the State. Viva staff also met with the ConnNAHRO leadership to discuss their concerns and suggestions, most of which were incorporated into the questionnaire. The ConnNAHRO leaders also did a test-run of the questionnaire.

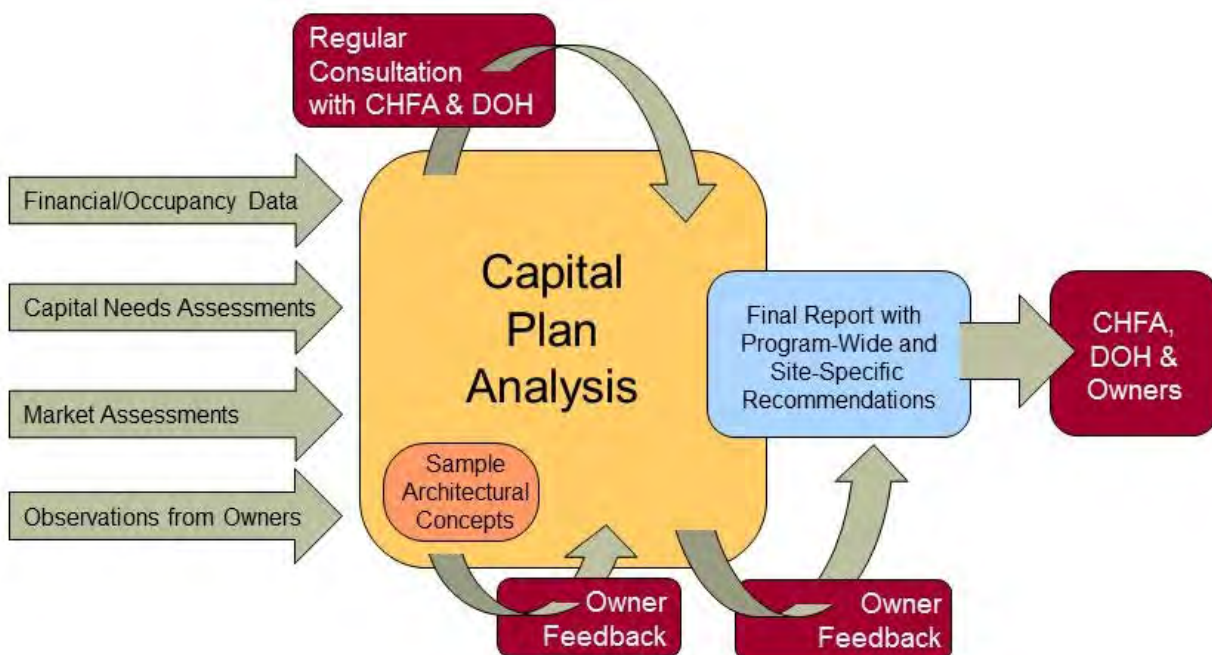
- Property information and
- Stakeholder issues.

A copy of a blank questionnaire is included in Appendix F. An analysis of the questionnaire responses can be found in *Chapter 5: Owner Questionnaire Results* and in Appendix G.

E. **Outreach & Participation**

An integral part of the Capital Plan process has been to incorporate feedback from the owners at every step in the process, including research design, data collection and analysis. The SSHP owners have valuable information about their own properties and communities and the recommendations of the report are only improved with this exchange and participation by the owner community. The outreach included consultation with representatives of the owners to ensure the research would incorporate owners' perspectives and produce information relevant and useful to the owners. It also included presentations and materials to make owners aware of the process and products and to maximize their opportunities to give feedback. Finally, the owners were provided with opportunities to review and comment on property-specific reports, such as the CNAs, market assessments and property-specific analyses. The owner's feedback covered a wide range of issues, from factual corrections to comments expressing disagreement with the Capital Plan recommendations. Recap considered all of the feedback, either incorporating it into the analysis or noting the comments in the final property-specific reports. Additional detail regarding the outreach and participation process is included in Appendix H.

Figure 10: *Illustration of the Capital Plan Process.*



Going forward, the reinvestment anticipated by the Capital Plan will be planned with even more stakeholder participation as the owners increasingly become a driving force in the planning process. The owners will engage with both their residents and State agencies (CHFA and DOH)

to adjust and refine the Capital Plan recommendations. In doing so, they will develop more detailed information to shape the recapitalization plans, make key decisions regarding the scope of work and identify the financing structures that best reconcile their organizations' objectives, their properties' needs and their residents' feedback.

F. **Structure of Site-Specific Property Analysis and Recommendations**

The four data input streams described above – the CHFA data, the capital needs assessment, the market research and the owner questionnaire – provided the raw material for an analysis of each property in the study group. This analysis focused on:

- ***Stabilized operations and repositioning in the market.*** The analysis of the property data revealed that many SSHP properties will be unsustainable over the long term absent changes in either the revenue or the expense figures. The revenue stream at many properties is insufficient to cover their operating expenses projected out over the next 10 or 20 years, much less their ongoing capital needs. The Recap team examined rent levels and market repositioning options at each property to develop sustainable operating strategies wherever possible. In addition, to inform whether the repositioning would be desirable, Recap quantified the effects on each property's affordability and ability to serve lower-income households and also quantified the operating subsidy which would be needed to substitute for the repositioning strategy while still getting to the same end result. In the site-specific property analysis, Recap explored whether these strategies could address the property's operational and capital needs in light of the property's current financials, the market research on the potential to attract tenants at other income levels, and also the policy implications – who can afford to live in the community – implicated by these options.
- ***Physical enhancements and/or redevelopment planning.*** The site-specific property analysis also examined whether the physical structures are inconsistent with current market needs. Many of these communities were built in the 1950s, 1960s and 1970s, with very small apartments, impacting their marketability. In addition, rent adjustments or other market repositioning driven by financial sustainability considerations might drive the owner to implement physical upgrades beyond what is called for in the CNA. In some instances, modest amounts were incorporated into the site-specific financial models to successfully implement the recommended market repositioning. In the most extreme cases, if the properties are functionally obsolete, the property may need a complete redevelopment strategy. The site-specific analyses did not model this level of investment. However, to illustrate what the alternatives might be for the functionally obsolete properties, ICON architecture, a member of the Recap team, prepared illustrative redevelopment studies for a sample of 12 properties. Recap developed financial models for the redevelopment studies, in addition to the financial models for a more traditional recapitalization, to quantify the potential impact of a more comprehensive recapitalization program on the Capital Plan budgets as a whole. (Please see *Chapter 7: Raising the Bar – Going Beyond Stabilization of the Properties*, for an analysis of the 12 redevelopment studies.)

- **Transaction scenarios.** Once Recap developed recommendations regarding the rent levels, target income levels to be served and any physical enhancements which might be necessary beyond the repairs called for in the capital needs assessment, Recap developed preliminary financial pro formas to implement the proposed strategy. The site-specific property analyses include five different scenarios, each illustrating the level of third party leverage funding, such as debt or LIHTC equity, which could be generated for the property and the level of subsidy funding which would be needed to cover the property's long-term capital and operational needs.
- **Recommendations.** Based on the level of capital investment which can be covered under each transaction scenario, Recap recommended a recapitalization plan and financing strategy for each property. As Recap concluded that the Governor's \$300 million investment could be leveraged to meet the 20-year, as well as the 10-year, capital needs of the portfolio, the recommendations focus on this 20-year time horizon.

Recap used an iterative process to develop the property recommendations, running the full analysis and then aggregating the property-by-property information into the overall Capital Plan. The aggregation revealed that the potential Capital Plan budget could cover the 10-year needs of the portfolio if structured as a simple subsidy program, but would also require the State to continue providing annual capital subsidy indefinitely thereafter. However, with the leverage strategy, the funds projected for the 10-year revitalization initiative could, in fact, be structured to achieve long-term sustainability for the portfolio over 20 years and more.

In the first few years of the revitalization initiative, the backlog of capital needs at the properties outpaces the available funding, even with the leverage funds projected. Recap applied a methodology (described in Section D of *Chapter 4: Financial Modeling Methodology*) based on the critical capital needs of each property (roof, boiler, other property or unit mechanical systems, elevator and structural components of the property) and the critical capital needs per unit to prioritize the recapitalization transactions over the 10-year revitalization initiative period. Recap subsequently recalculated the site-specific financial models for every property based on the revised transaction timing. Recap adjusted the modeling and the scenarios on an iterative basis to generate a balanced recommendation for the Capital Plan as a whole.

The site-specific analyses were also tentative at this stage in the process pending owner feedback. Recap shared the capital needs assessments, market studies, and the site-specific property analyses with the applicable owner of each site to confirm the accuracy of the information and to solicit feedback and suggestions. Based on these comments, Recap reviewed and revised the site-specific analyses as appropriate.

Following the revisions based on the owner comments, Recap again aggregated the data into the overall Capital Plan. Copies of each site-specific property analysis are included in Appendix V.

4. Financial Modeling Methodology

The core of the analysis lies in the financial model built on the input streams described in *Chapter 3: Research Methodology*. Recap used the model to develop different transaction scenarios for each property. The model incorporates underwriting assumptions, a method to distribute investments over time, selection criteria among the transaction scenarios, overlays of additional subsidy which can improve the prospects for at-risk SSHP properties and the rebalancing of the portfolio as a whole. The model is a useful tool to estimate expenditures under the SSHP revitalization initiative. However, on occasion, the data and model revealed implications or policy opportunities which are different from the structure of the financial model used in the analysis. Some of the policy recommendations described in *Chapter 8: Policy Implications* differ from the assumptions reflected in the financial modeling methodology.

A. Underwriting Principles and Modeling Assumptions

In developing a recommended transaction structure for each property, and in order to maximize the potential for leverage and the potential to use the 10-year revitalization initiative funds to achieve long-term sustainability in the portfolio, Recap applied the following underwriting principles and assumptions to guide the analysis:

- **Positive net operating income (NOI).** To attract leverage funds, a property needs to operate in a sustainable way for at least the 18-20 year term of the leverage financing. Recap has defined sustainable operations as positive NOI for 20 years (i.e., through 2032). While CHFA underwriting requires an initial debt service coverage (DSC) ratio of 1.15, Recap expects LIHTC transactions to maintain a DSC ratio in excess of 1.10 throughout the 15-year tax credit compliance period.
- **Trending.** Consistent with CHFA's policies for debt and LIHTC transactions and with industry-wide underwriting standards, the NOI is evaluated using trending figures of 2% annually for income and 3% annually for operating expenses.
- **Base rent adjustments.** If the current revenue stream is insufficient to maintain positive NOI using CHFA's income and expense trending assumptions, Recap modeled the potential for increasing revenue, ultimately modeling base rent adjustments for 93% of the properties where Recap recommended a recapitalization transaction. As a default, Recap assumed that the base rent is increased to 30% of the adjusted gross income of a household at 30% of Area Median Income (AMI), but not greater than the market rent revealed by the AMS market research. Such an increase in rents would be a major hardship for many residents in SSHP properties so, in conjunction with this assumption, Recap also quantified the rental assistance payments or direct operating subsidy needed to protect the current tenants on a transitional basis and the rental assistance payments or direct operating subsidy necessary to maintain the affordability of the units at the current levels of affordability long-term. These figures provide the data to quantify the impacts of such a policy choice.
- **Income Tiering.** Recap considered an income-tiered model which establishes a higher base rent for a subset of units in the applicable property *if an increase in base rent by*

itself is insufficient to maintain positive NOI. To the extent mixed-income housing is suggested, Recap used the three income tier brackets which CHFA uses in its 9% LIHTC underwriting: 0% to 25% of AMI; 25%-50% of AMI; and over-50% of AMI. Units in each tier are reserved for households with incomes within the tier. The base rent for each tier is calculated off a 30% of AMI household income, a 40% of AMI household income and a 55% of AMI household income, respectively. All of the incomes reflected in any “mixed income” plan are still within the definition of “low income” and the property would still be use-restricted as affordable housing.

- **Maximizing Affordability.** While both the base rent increase and any income tiering structure reduce the extent to which the properties serve the lowest income households, Recap applied an assumption that these measures would be used *only* to the extent necessary to achieve positive NOI. For example, if use of the 50% and over tier is not necessary to achieve positive NOI, Recap modeled a tiering distribution using only the two lower-income tiers. Recap also ensured that at least one-third of the units at every property remained available for the lowest income tier. Any income tier structure is constrained by the market capture rate potential as documented in the market research. If income tiering can only succeed with physical enhancements to the property, a rough budget for the enhancements is included in the transaction model as a supplement to the capital needs projection. The models quantify the subsidy which would be needed to protect the current tenants on a transitional basis.
- **Transition Periods.** Whenever Recap applied a base rent increase or an income tier structure, Recap also assumed the need for transitional tenant protection subsidy. Historically, the properties have absorbed the cost of serving the lowest income households in the real estate operating budgets by foregoing opportunities to charge higher rents. Shifting the focus to long-term sustainability places the emphasis on leasing units at rents that support property operations and relying on rental assistance subsidies to support the lowest income households. The shift from property operations focused on serving the lowest income households to property operations focused on long-term affordable sustainability should, therefore, be accompanied by some form of transitional tenant protection rental assistance or direct operating subsidy to avoid economic displacement of the low-income families currently living at the properties. Recap assumed that the base rent increase could be absorbed over a 10-year transition period, with the proposed transitional subsidies tapering down in a straight-line manner as turnover and incremental rent increases close the gap. Recap assumed that a transition to income-tiering would need to be faster to successfully attract and keep the higher

Key Underwriting Principles:

Long-term positive NOI

Maximize affordability within context of sustainable operations

No economic displacement of current residents

Timing of investment based on critical capital needs

Interim assistance to address critical needs prior to recapitalization

Maximize leverage

Maximize impact of State funding

income households. Consequently, Recap used a 5-year transition period in these situations. The proposed transition assistance during these turnover periods permits transaction underwriting to assume that the higher revenue stream is in place at closing.

- **Focus on critical building components.** In evaluating the urgency of a property's capital needs, Recap focused on the critical building component line items, specifically the roof, boiler, other property or unit mechanical systems, elevator and structural components.
- **Transaction years based the timing of critical building system needs.** Capital needs do not follow a bell curve, but one can look at the sequencing of the planned improvements and focus on a period of significant need, minimizing premature replacement of major components and seeking to match the expected useful life of the biggest investments with the timing of the recapitalization event. Recap examined the 20 year CNA recommendations to identify the 3-year period with the highest critical capital needs, which established the "ideal" transaction year for a major recapitalization event.
- **Extent of needs per unit to establish priorities.** When prioritizing properties with the same "ideal" transaction year, Recap used the extent of the critical capital needs per unit as the prioritizing mechanism.
- **Deferral of non-critical capital needs.** Recap assumed that non-critical capital needs could be deferred until the actual transaction year. Recap also assumed that the property management at each site could manage the maintenance budget to defer even the critical component capital needs during the three years prior to the proposed transaction year.
- **Interim Funding.** Recap quantified the critical capital needs projected to come due prior to the transaction window and identified the potential need for interim funding to cover these needs, assuming the short-term deferral described above.
- **Replacement Costs.** Recap compared the total projected capital needs against the cost of demolition and new construction. If a rehab-based recapitalization transaction would exceed 60% of the estimated cost of new construction, Recap identified the property as a candidate for redevelopment. The 60% benchmark is the approximate threshold that the US Department of Housing and Urban Development has established for federal public housing.
- **Leverage.** Recap has assumed that leverage –in the form of debt or LIHTC equity – is desirable to allow the 10-year Capital Plan budget to address 20-years' worth of capital needs.
- **Minimum equity investment size.** It is difficult to attract LIHTC equity investment to a small transaction. Recap established a threshold of approximately \$1,000,000 in tax credit equity investment to consider the property viable as an LIHTC transaction. Even at this level, it may be hard to attract an equity investor to such small transactions absent additional action by the State to encourage investment.

- **Interest rates.** Recap assumed interest rates at 4.95% for debt-only transactions, 5.33% for tax-exempt bond (4% LIHTC) transactions and 5.68% for 9% LIHTC transactions throughout the 10-year period in which transactions would be closing. While rates will change over time, these were selected in consultation with CHFA based on market conditions during the research phase of the report.
- **LIHTC Equity.** Recap assumed equity syndication pricing at \$0.83 per \$1.00 of LIHTCs.
- **Vacancy.** Recap assumed vacancy at the greater of the most recently reported property vacancy or 5% in debt transactions and 7% in LIHTC transactions. These vacancy levels are consistent with CHFA's standard underwriting practices.
- **Management Fee.** Recap assumed a 5% property management fee in all transactions.
- **Replacement Reserve.** Recap assumed that properties will make annual deposit into a replacement reserve to avoid the need for additional State funds in several years. Recap has assumed annual replacement reserve deposits of \$350 per unit at elderly/disabled properties and \$425 per unit at family properties.
- **Operating Expense Savings.** Recap assumed that, following a recapitalization transaction and significant replacement of building systems, the utility and the maintenance operating expense line items would decrease by 5%.
- **State Recovery.** In cases where the State is providing a capital subsidy, Recap has assumed that the State retains a repayment obligation equal to 50% of the property's cash flow, capped at the sum of capital and operating deficit subsidy provided to the property.
- **20-Year Analysis.** In any debt or LIHTC leverage transaction, the lenders or investors will underwrite a timeframe significantly longer than the 10-years of the Governor's proposals. Typical underwriting is 18-20 years. In addition, Recap has determined that the resources projected for the 10-year revitalization initiative can, with appropriate leverage, actually cover almost all of the portfolio's 20-year needs. Finally, while the recommended transactions all take place prior to 2022, the tenant protection transition periods often extend into the years following 2022. In order to use a consistent timeframe and provide a direct comparison among different scenarios, the financial model extends through 2032 and Recap makes all comparisons among options on the basis of the full 20 year analysis. This also reveals the sustainability of the properties over time, following the 10-year revitalization investment.

B. Subsidy Types

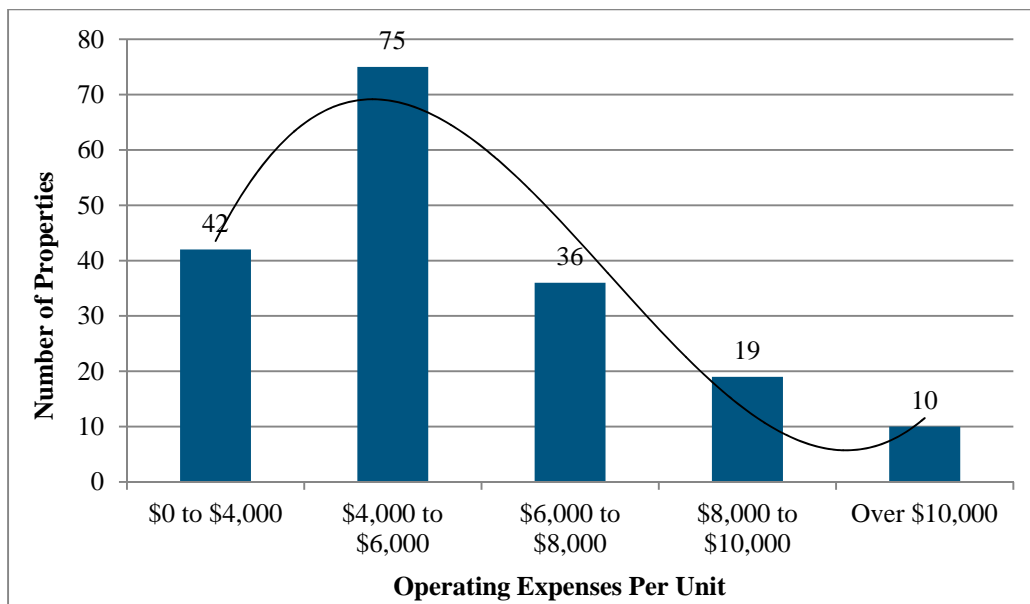
The State commitment to the portfolio includes both \$300 million in capital funds and a significant increase in the appropriations for RAP subsidies. As the analysis of the properties unfolded, the diverse needs of the portfolio became clear. To put the portfolio on a truly sustainable trajectory, the State will need to deploy both capital and operating subsidy strategies, and will need to consider different forms of subsidy in both of these two categories.

1. Operating Subsidies

The Capital Plan analysis utilized the income and the expenses of each property where that data was available.¹⁰ As noted in Figure 11, below, the historic operating expenses of the properties, normalized to 2014 to permit an apples-to-apples comparison, indicates that most of the transactions would operate with expenses between \$4,000 and \$8,000 per unit. While covering a significant spread, these figures are within the range of other affordable housing owners.

There are a number of properties, however, with operating expenses below \$4,000 per unit or over \$10,000 per unit, which warranted additional study. In general, the properties with very low operating expenses have extremely low utility costs (about 30% of the typical property's cost) and lower maintenance costs (65%) and administrative cost (80%) than the typical property's corresponding figures. The projects with very high operating costs have an administrative costs line item roughly four times the size of the typical property's administrative costs, maintenance costs roughly double that found at comparison sites and a line item for "other costs" that is roughly three times the amount in the typical property's budgets. While actual transaction underwriting will examine these expenses in more detail, this Capital Plan analysis accepted the owners' current operating expenses as the baseline for underwriting.

Figure 11: *Current Operating Expenses (Per Unit) Normalized to 2014*



Using these expense levels and the adjusted revenue figures, Recap calculated any remaining operating deficits at the properties and the extent to which rental revenue increases beyond a reasonable transition rate. Recap categorized these amounts as a) Base Rent Operating Subsidy; b) Income Mixing Operating Subsidy and c) Operating Deficit Subsidy.

¹⁰ Income and expense data was not available for the limited equity cooperatives, the mutual housing property and the homeless housing properties.

The financial model calculated these amounts without regard to whether a policy mechanism exists to address the concern, and labeled it an “operating subsidy”. In the financial model, Recap did not distinguish between a direct operating subsidy payment to the property and a strategy which might use RAP contracts to achieve a similar result. In Chapter 8’s policy discussions, however, Recap distinguishes the source of subsidy and, when possible, identifies a mechanism for implementation.

a. Base Rent Operating Subsidies.

The “Base Rent Operating Subsidy” quantifies the proposed 2014 increases in base rents at many properties. Recap set the potential future base rent at 30% of the adjusted gross income of a household at 30% of AMI. Each site-specific property analysis reports the revenue generated on an annual basis in connection with this base rent increase, as well as the number of families whose rents are currently lower than the proposed new base rent. The Capital Plan financing model calculates how much State assistance might be needed if the property were to continue serving the current resident income demographic indefinitely while providing this increased revenue. However, the model did not assume an indefinite continuation of this level of assistance. The analysis assumed that there would be a transition period during which current tenants are shielded from some of the rent increases with an annual declining, operating subsidy, potentially in the form of a limited and temporary rental assistance payment subsidy. The Capital Plan analysis tracks and aggregates the projected rental assistance costs associated with the potential base rent increase based on the following two subcategories.

1) Base Rent Operating Subsidies to Protect Current Residents (also referred to as “Short-Term Tenant Protection RAP – Base Rent”). This component of the base rent operating subsidy provides funding to reach the new base rent revenue levels while permitting current residents to stay in their homes. With portfolio-wide turnover at approximately 10% according to the Owner questionnaire results, Recap has assumed that, as lower-income residents move out, they would be replaced by residents who would not be rent-burdened at the higher base rent levels. Recap has also assumed that the tenant-paid portion of the rent for even the lowest income households might increase at a rate greater than inflation to transition, at least in part, to the higher base rent level. (For example, the State might recommend that all residents, even those at the lowest income levels, be subject to a series of annual rent increases equal to the greater of \$10 per month or 10% of the prior year’s tenant-paid rent.) The Capital Plan assumes that, through one or both of these mechanisms, the tenant protection base rent operating subsidy would taper down by 10% per year to zero over 10 years.

2) Base Rent Operating Subsidies Associated with Current ERAP Units (also referred to as “RAP Subsidy to Replace Lost ERAP Units”). Some properties currently have ERAP contracts, pursuant to which the State pays the difference between the tenant’s income-based rental amount and the base rent. Given that ERAP contracts are subject to fixed appropriations, an increase in the base rent may correspond to a reduction in the number of

households receiving ERAP assistance. In these situations, tenants in formerly-ERAP-assisted households would need new rental subsidies to be protected from economic displacement.¹¹

In the projections, base rents are adjusted in 2014 to the new proposed standard for all scenarios other than the “Current Scenario,” which is a reference point for continuation of the status quo, without revenue adjustments or recapitalization transactions. (For a detailed discussion of the different scenarios analyzed, see the Transaction Type description in Section 4(E), below.) Given the expense of the base rent operating subsidy, this can have the effect of making the status quo “Current Scenario” an appealing option. However, if implemented across the board, the status quo solution, combined with the \$300 million revitalization budget, would mean that the State would miss the opportunity to reposition the portfolio to be sustainable over the long term.

b. Income Mixing Operating Subsidy (also referred to as “Short-Term Tenant Protection RAP – Income Mixing”).

The “Income Mixing Operating Subsidy” is a tenant protection subsidy intended for properties that have been proposed for income tiering. While the new revenue stream from income tiering needs to be in place at the time of the transaction closing to underwrite the deal at that level, Recap assumes that the implementation of income tiers would be based on turnover to protect the current residents. The income mixing operating subsidy reflects the difference in rental revenue between the rents as adjusted to the new base rent calculation and the proposed income tiering rent structure. As with the tenant protection base rent operating subsidies, the income mixing operating subsidy declines over time, but the Capital Plan model assumes only a 5-year timeframe to meet the new income tier structure.

c. Operating Deficit Subsidy.

Given the current weak revenue baseline at many properties and CHFA’s income and expense trending assumptions, which are typical for the industry, some properties within the portfolio may not maintain positive cash flow over the coming years. The “Operating Deficit Subsidy” quantifies this deficit. To provide a direct comparison with the other leverage scenarios, which focus on a 20-year underwriting analysis, Recap has calculated the operating deficits as the sum of any negative net cash flow for the same 20 year period. While the Capital Plan model quantifies this amount, a number of the policy recommendations in *Chapter 8: Policy Implications*, are intended to minimize the need for the Operating Deficit Subsidy and the State is unlikely to provide an actual Operating Deficit Subsidy.¹²

¹¹ While the majority of this funding is to replace lost ERAP units, there may be instances where this funding is necessary to supplement low rent levels on other rental assistance arrangements.

¹² In practice, costs would be trimmed and maintenance deferred to lower property operating costs and avoid actual deficits. Each SSHP property’s Assistance Agreement requires that the owner will operate and manage the project within the terms of the agreement and of the “approved management plan budget.” The management plan budget format was established by DOH and outlined in the Accounting Manual (last revised by DECD in 2006). The manual requires that a property’s income and expense lines balance and that any excess earnings (i.e., profit) be

2. Capital Subsidies

The financial model quantifies three potential forms of capital subsidy – the “Transaction Capital Subsidy,” the “Pre-Transaction Capital Subsidy” and the “Current Scenario Capital Subsidy.” In exploring the potential for leverage, the Capital Plan financial models study the 20-year window which leverage funding providers would underwrite and assumes that all capital needs during this period will be addressed.

a. Transaction Capital Subsidy.

The Transaction Capital Subsidy is the subsidy needed to cover the gap between the total uses of funds and the projected sources of funds available to implement the proposed recapitalization scenario. As much as possible, the Capital Plan financial model is designed to concentrate the need for State assistance within the Transaction Capital Subsidies.

b. Pre-Transaction Capital Subsidy

A number of properties have significant capital needs which come due prior to the projected transaction year for the property. Recap has assumed that owners will be able to extend the life of building systems for 3 years beyond the CNA’s projected end of their useful life, patching the building components until the owner can implement a comprehensive recapitalization. However, for the properties that are projected to have a transaction year starting in 2018 or beyond, some capital investments need to occur prior to the transaction year, particularly with respect to critical building components. The Pre-Transaction Capital Subsidy references the amount of funding needed to bridge the time until each property’s anticipated recapitalization transaction – to cover critical building components prior to the transaction year, net of the reported current replacement reserve balance.

c. Current Scenario Capital Subsidy

A number of SSHP properties cannot support a recapitalization transaction without significant reorganization of the property’s financial prospects. This could be evidenced by one of several conditions in the Capital Plan financial model – most frequently either sustained negative NOI during a material portion of the study period or high tenant protection operating subsidy needs, which indicates very low current rental revenue. The Capital Plan refers to the properties in this group as the “At-Risk Current Scenario Properties.” (There are 52 At-Risk Current Scenario properties and 18 additional properties that would be in this group had they not been modeled to receive RAP subsidy.) Under the assumptions currently incorporated into the Capital Plan financial model, these properties would not be projected to implement a recapitalization transaction during the 10-year revitalization initiative period. In the absence of a recapitalization transaction, the State would need to cover capital needs on an ongoing, year-by-year basis, an undesirable situation for both the State and SSHP owners.

deposited into the Repairs, Maintenance and Replacements (RM&R) reserve. The “operating deficit” quantifies the impact of these cost-cutting and deferred maintenance measures.

To address the capital needs of all the at-risk properties, the financial model assumes that the State will provide an annual subsidy to cover the properties' capital needs, and records these properties as having a 2014 transaction year. However, a more appropriate plan is to treat these "At-Risk Current Scenario" sites as properties which need an individualized workout approach, as described in more detail in *Chapter 8: Policy Implications*. CHFA, DOH, the owner and the residents would work together to identify a package of structural reforms including, perhaps, consolidation of ERAP subsidies onto fewer units paying a higher rent level, additional RAP contracts and modified operating expectations, to structurally adjust each property's financial prospects.

3. Recovery of Subsidy

The Capital Plan financial model has assumed that all capital subsidies would be provided as loans with contingent repayment obligations, also known as "soft" loans or "subordinate" debt. This structure is also sometimes referred to as a "recoverable grant. The Capital Plan uses these terms interchangeably – they differ in the form of their documentation but reflect the same substantive terms.

The Capital Plan policy recommendations also assumes that, to the extent possible, the operating needs of the properties will be addressed with rental assistance payment contracts. However, if rental assistance payments do not provide resources sufficient to eliminate the need for the operating subsidies described above, and if any short term or transitional operating deficit subsidy other than rental assistance payments is developed, the plan assumes that such funds would be provided as soft debt.

Finally, the Capital Plan financial model assumes that the State would receive 50% of net cash flow from the property until the full amount of the soft loans has been repaid. The 50% split provides the owner with some incentive to create unrestricted net cash flow which the owner can use for other initiatives or reinvest into their SSHP properties.¹³

C. Consolidated Properties

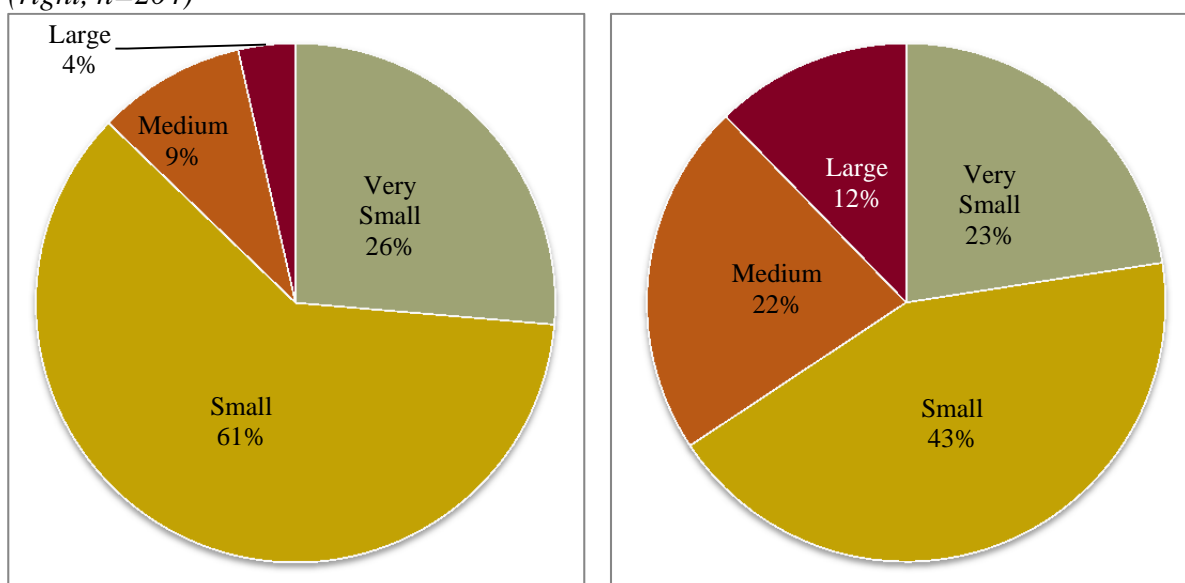
A number of properties were originally financed in multiple phases and appear in CHFA's records as separate properties, but are operated on a single site or managed as one community. As lenders and investors are likely to favor larger transactions given the efficiencies of scale, Recap elected to analyze these property clusters on a consolidated basis. A consolidated financing structure would also mean that the owner and CHFA would merge the properties for purposes of future reporting, accounting and ownership. Due to this consolidation, the 281 properties analyzed were modeled as 204 different transactions.

The analysis separated out properties into four general size categories: "very small" (1-25 units), "small" (26-50 units), "medium" (51-100 units) and "large" (101 or more units) properties. As

¹³ The 50-50 split was selected because in situations where the soft debt lender captures all or nearly all of the cash flow, the owner is incentivized to inflate operating expenses and to implement discretionary capital improvements to keep the funds at the site rather than directing them to the State.

can be seen below in Figure 12, prior to the properties being consolidated for the analysis, 87% of the properties fall into the very small or small size categories and just 13% fall into the medium and large size categories. After consolidation, the number of medium and large properties jumps to 34% of the portfolio and the number of very small properties drops from 26% to 23% of the portfolio, as shown in Figure 13.

Figures 12 & 13: Property Size Pre-Consolidation (left, n=281) & Post-Consolidation (right, n=204)



D. Transaction Year

Among the most important assumptions in the Capital Plan is that of the projected transaction year for each property.¹⁴ Given the importance of this variable, the Capital Plan applied an objective methodology which places all properties, regardless of size, location or other factors, on an equal footing. The projected transaction year in the Capital Plan model reflects the interplay between two variables: (1) when it would be most effective to implement a recapitalization transaction, and (2) a comparison of need from one property to another. Both variables are based on the critical capital needs assessment as described above. Non-critical needs, such as kitchen and bath replacements, are major expenses that can be delayed for a period of time when necessary.

¹⁴ The projected transaction years generate many ripple effects. For example, the delay of a transaction for a few years may also create the need for bridging pre-transaction capital subsidy to cover critical capital needs and repair of essential building systems which are beyond their useful life. Similarly, this delay means that the net operating income may have eroded due to the income and expense trending assumptions, with the result that less debt can be leveraged on the property. Deferring the recapitalization of the SSHP properties results in the need for additional State subsidy of one form or another. However, the State resources are limited and the expenditure needs to be paced over time, as reflected in the State's commitment to fund \$30 million per year over a 10-year period.

The first variable references when in each property's lifespan over the next 10 years it would be most effective to implement a recapitalization transaction. The financial model identifies the 3-year period in which each property's critical capital needs are highest, and uses the mid-year as the "ideal" transaction year for each property. As a second variable, the properties were ranked relative to each other based on the extent of critical capital needs per unit. Given the assumption that the State should provide pre-transaction assistance to repair critical building components during the period prior to a recapitalization transaction, this methodology offers a cost-effective strategy for the State. Those properties with lesser needs per-unit, as a group, need a lower amount of pre-transaction assistance. For an illustration of this methodology, please see Appendix J. While the model specifies a precise transaction year for each property, Recap anticipates that, as recapitalization plans unfold, the transaction years will almost certainly change.

E. Transaction Type

Once the assumptions and the projected transaction year were determined, the Capital Plan analysis modeled five different scenarios for each property and considers the potential of each scenario to address the property's capital and operational needs. The scenarios are referred to as: 1) the Current Scenario, 2) the Recoverable Grant Scenario, 3) the CHFA/FHA Scenario, 4) 4% LIHTC Scenario, and 5) the 9% LIHTC Scenario.

1. Current Scenario

The first scenario, the "Current Scenario," assumes the property continues operating as it is currently operated, with no material change in the base rent and no implementation of income mixing strategies to improve the property's revenue position. Consequently, there is no adverse impact on the current residents. The Current Scenario also assumes that the property pays for its capital investments on a year-by-year basis according to the timing projections contained in the CNA. Three types of properties tend to fall into the "Current Scenario" category.

- **Stable Current Scenario Properties.** For some properties, projection of the Current Scenario indicates that they are currently self-sustaining and will continue to be self-sustaining into the future without significant need for State assistance. At these properties, revenue is fundamentally sufficient to cover the property's capital needs, either through the annual budget or through the use of replacement reserves. A few of the stable Current Scenario properties are projected to need a small amount of operating deficit subsidy assistance at the end of the 20 year study period, but if it is less than \$100,000 over the entire 20-year time frame, Recap assumed that this amount would likely be managed by discrete operating adjustments and that this deficit projection did not reflect structural problems at the property.
- **At-Risk Current Scenario Properties.** For other properties, the Current Scenario indicates that the property cannot sustain itself without either a) significant annual financial support or b) a restructuring of the property's financial picture. The financial model projects that, to remain viable absent significant structural changes, these properties would need State funds on a regular basis to close operating deficit gaps and perform capital improvements. This direct subsidy approach is neither a sustainable nor

an efficient strategy for the State, as it would require the State to have a much more active role in supervising both capital and operating budgets. If the owner has limited knowledge of construction and capital investment projects, the need for State supervision would be even greater. This level of oversight would correspond to a higher degree of accountability by the owner to the State and represents a level of on-going dependence on the State which is in tension with the goal of making the properties self-sustaining over the long-term. A better alternative is to treat the “At-Risk Current Scenario” properties as those which need a negotiated workout solution among the owner, the residents, CHFA and DOH, exploring potential adjustments to operating expenses and base rent levels as well as the potential for additional RAP subsidies.

- **Co-Op Current Scenario Properties.** Due the limited operating data received for the Limited Equity Cooperatives, Recap could not examine income and expenses nor model a recapitalization transaction. The Capital Plan analysis simply sized their capital subsidy needs based on their reported reserve account balances and CNAs.

2. Recoverable Grant (also known as Soft Loan) Scenario

The “Recoverable Grant Scenario,” represents a more typical transaction, but would still assume significant subsidy from the State. The financial model assumes that “Recoverable Grant Scenario” properties will increase their revenue potential through the increases in the base rent, introduction of a mixed-income framework (if appropriate) or receipt of equivalent revenue from federal or state rental assistance payments. Under this scenario, operating revenue adjustments would be sufficient to achieve a positive net operating income (NOI) over the long term. The Recoverable Grant Scenario envisions a streamlined allocation of funds from the State to the property, implemented with standardized documents and minimal legal or due diligence transaction costs. The Recoverable Grant, also known as “soft debt,” would be repaid to the State to the extent possible from cash flow. Recap assumed cash flow would be split equally between the owner and the State. The Recoverable Grant Scenario is most frequently selected when the transaction is too small to warrant the transaction costs associated with alternative financing or if the property cannot support a significant amount of first mortgage debt.

3. CHFA/FHA Scenario

The CHFA/FHA scenario assumes a CHFA-issued or FHA-insured first mortgage with no other financing. The Capital Plan does not presume however that these transactions will be implemented with any specific type of debt. This scenario is simply a “debt-only” approach and would work with most first mortgage debt offering favorable terms. The CHFA/FHA scenario assumes reasonable revenue adjustments. However, this scenario assumes a higher level of transaction costs than would be present for the Recoverable Grant transaction. For example, legal fees and due diligence costs associated with the debt would be more significant.

4. 4% LIHTC Scenario

The 4% LIHTC scenario anticipates private sector equity investments driven by the availability of federal tax credits. Under the LIHTC program, an equity investor receives a credit towards its federal tax obligation for ten years based on an initial investment and acquisition of an

ownership interest in the property. The investor often also benefits from depreciation and tax losses to offset income from other, non-housing activities. In addition, some bank investors also receive “Community Reinvestment Act” credit for deploying resources for the benefit of low income households and communities. In an LIHTC transaction, the current owner can become the general partner or managing member of a new ownership entity and in that role controls the day to day activity of the partnership on behalf of itself and the equity investor. In many cases, at the end of the LIHTC 15-year compliance period, the equity investor sells its interest in the property back to the general partner/managing member at a nominal cost.

Under the LIHTC scenarios, the property may also be able to layer on debt if the net operating income can support the debt payment. The debt could be CHFA financing, FHA financing or commercial first mortgage financing.

The 4% LIHTC is one of two forms of LIHTC transactions. The 4% LIHTC transaction relies on the use of tax exempt bond financing for at least the construction period and sometimes for the permanent financing as well. The analysis assumes that the tax exempt bonds will be used for construction funding to generate the tax credits, but may not remain outstanding at the full amount after permanent debt conversion. Given the more complex structure, transaction costs are higher in the LIHTC scenarios than in the CHFA/FHA scenario. For example, legal fees tend to be higher and the investor, a third party not currently involved with the property, will require substantial due diligence materials. The tax credit investor would also likely require operating and replacement reserves that may not be necessary in the Recoverable Grant or CHFA/FHA transactions.

The 4% LIHTCs are generally not a competitive resources and are available as long as the transaction meets the State’s minimum qualifying criteria. However, they generate less equity for capital improvements than the 9% LIHTCs.

5. 9% LIHTC Scenario

The 9% LIHTC transaction is structured like the 4% LIHTC transaction but the 9% tax credits are a competitive and scarce resource. They tend to yield more equity investment on a per-unit basis than the 4% tax credits, making them particularly valuable for new construction and substantial rehabilitation projects.

Given the competition for 9% LIHTC resources, Recap has not identified the 9% LIHTC transaction as the baseline recommendation for any property. Recap assumes that each year, a few owners will propose more complex revitalization efforts or deep-green transactions and these owners will compete for the 9% LIHTC resources against applications from the owners of non-SSHP properties. While Recap is leaving it to the owners to self-select for these more significant transactions, the Capital Plan modeling illustrates the potential funding which might be available if a property were to be financed with 9% LIHTC equity.

6. Transaction Selection

When recommending a transaction for a property, Recap sought to: (1) minimize the need for capital and operating subsidy from the State, (2) maximize the potential for third party leverage resources, and (3) select the simplest possible transaction for each property.

The preferred options, if viable, were generally the 4% LIHTC scenario and the CHFA/FHA financing or commercial debt scenario. Between these two choices, Recap selected the option requiring the least amount of operating and capital subsidy from the State. Recap steered away from the LIHTC option altogether when the transaction seemed too small to attract investor interest. Recap used a benchmark that the equity investment needed to exceed \$1 million to attract investor interest. Recap did not strictly apply this benchmark, however, recommending 4% LIHTC transactions at a slightly lower equity investment threshold if the property was otherwise a good candidate for tax credits. This \$1 million tax credit equity threshold represents an aggressive view of the ability to attract equity investment leverage to the portfolio. As described in *Chapter 8: Policy Implications*, CHFA is currently exploring ways to draw investor interest at this scale.

When 4% tax credits were not viable, Recap considered the choice between the CHFA/FHA Scenario and the Recoverable Grant Scenario. The primary driver for this selection, in addition to the extent of State subsidy needed, was whether the property is anticipated to have positive net operating income sufficient to support commercial debt. When NOI is positive, indicating that the property is on a sustainable trajectory but is still insufficient to cover first mortgage debt, Recap recommended the Recoverable Grant scenario.

The Current Scenario was selected only when the property was already virtually self-sustaining or was the option of last resort. The Stable Current Scenario properties are projected to be self-sustaining throughout the 20-year study period, as reflected in the financial model by a strong NOI and little or no need for capital subsidy or new rental assistance payment contracts. The At-Risk Current Scenario properties reflect a variety of problems in their projections, sometimes falling into a negative NOI condition, sometimes requiring exceptional operating subsidy assistance to achieve a sustainable revenue stream and often requiring significant capital or operating subsidy to support a transaction under any of the other scenarios.

F. RAP Contracts

A key component of the SSHP revitalization initiative is the appropriation of funds for new RAP contracts throughout the ten years of the revitalization initiative. This represents a significant increase in the availability of RAP support for portfolio properties. Rental assistance helps to address structural operating deficit situations at the 70 properties at risk of sustained operating deficits (the 52 “At-Risk Current Scenario” properties and the 18 properties which were modeled as receiving new RAP contracts).

A new RAP contract, applied at a Current Scenario property with a significant operating deficit projection, can redirect the property’s operations onto a sustainable trajectory and permit the property to leverage debt and/or LIHTC equity. The more RAP units directed to the property, the greater its ability to support a recapitalization transaction.

In the Capital Plan models, Recap selected a few properties to receive RAP contracts and assumed that all units at those properties would receive rental assistance subsidy. The need for capital subsidy at these properties dropped significantly because the properties were able to carry significantly more debt. Alternatively, the RAP authority can be awarded in smaller increments of 5-10 units per property, providing RAP contracts to more properties in the portfolio. Under

this scenario, the need for capital subsidy would drop more modestly at each of the properties. In the aggregate across the portfolio, the potential to leverage debt and the offsetting reduction in need for capital subsidy should be roughly equivalent between the two approaches. Recap has modeled a transaction applying both of these two approaches to distributing RAP authority to illustrate the different effect, as discussed in *Chapter 6: Aggregate Capital Plan Financial Analysis*.

G. Aggregation of Property Results

The methodology described above generates a preferred recapitalization scenario for each property. These results have been aggregated into an overall projection for the 10-year Capital Plan, assuming a strategy which seeks to leverage third party funds and maximize long-term sustainability of the portfolio as a whole. By focusing on critical capital needs and by seeking to bridge the time delay until a future recapitalization transaction, Recap sought to ensure that the budget projections address any emergency or significantly deferred capital needs (including life-safety and code issues), avoid units being taken off-line due to deferred maintenance and recognize the end of the expected useful life of major property components. As the modeling assumptions were being developed – particularly those which influenced the timing of each property’s recapitalization – Recap sought to ensure that the assumptions would not have a disproportionate negative or positive impact on any particular subgroup within the portfolio. Recap routinely checked the results of the modeling and the emerging policy recommendations against the following issues:

- Urgency of need
- Volume of tax exempt bonds requested each year
- Volume of State subsidy requested each year
- Availability of other competitive resources
- Geographic distribution of properties each year
- Distribution of small, medium and large properties each year
- Distribution of family and elderly properties each year and
- Distribution of different ownership types each year.

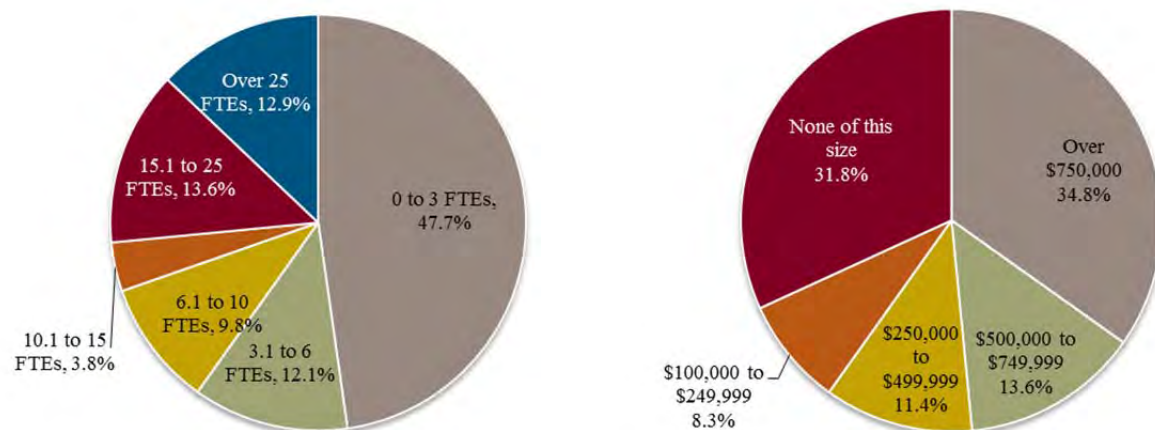
5. Owner Questionnaire Results

The Owner Questionnaire offered an important vehicle to gather information from the owners' perspectives. The questionnaire was administered between January and June 2013. The participation rate was excellent¹⁵ and the respondents took advantage of the opportunity to comment in detail on the context for the Capital Plan, operational and programmatic challenges, latent opportunities, existing redevelopment or recapitalization ideas and stakeholders' perspectives. Questionnaire results also help CHFA and DOH understand what technical assistance may be needed to help owners, community stakeholders and residents to participate in the recapitalization planning for each property.

A. Capacity to Implement Recapitalization Transactions

The questionnaire respondents own and operate small portfolios with an average size of less than 30 units. Their staffs are small and their skills are focused primarily on carrying out day-to-day operational tasks and routine maintenance. As indicated in Figure 14(A), nearly 60% of the respondents have a staff of six or fewer "full time equivalents," including property management and maintenance staff. To the extent capital needs are addressed each year as they arise, the owners and their staff can manage these tasks. However, for many owners, major recapitalization events involving complex financing and multi-component construction efforts are rare. They have not had the need or resources to focus on recapitalization planning and implementation and fewer than half of the respondents have undertaken a construction or rehabilitation project of over \$500,000 in the past five years.¹⁶

Figure 14: Size of Respondent Organizations (Figure A, left) and Largest Construction or Rehabilitation Project Completed by Respondents (Figure B, right)



¹⁵ Recap received questionnaire responses from 139 owners representing 275 (98%) of the 281 state-sponsored housing properties in the study group.

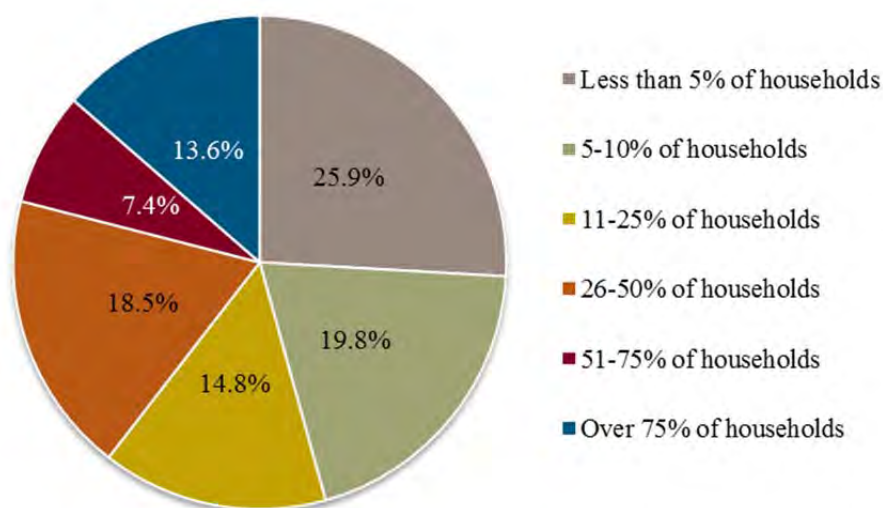
¹⁶ The questionnaire focused on recapitalization and financing experiences within the last five years, assuming that older experience may be less relevant and/or may have been completed by staff no longer with the owners' organizations.

Similarly, most owners had relatively little experience with the financial and transaction structuring that would be associated with the recapitalization efforts contemplated in this Capital Plan. Just 15% of the respondents have utilized LIHTCs over the last five years. Despite this lack of experience with large recapitalization projects and with complex tax credit financing, the owners were generally evenly divided in whether or not they would take on the role of primary project manager responsible for planning the construction, developing financial projections and closing the project finance.

B. Familiarity with Resident Participation Statute

Most respondents (71%) identified the need for some or a significant amount of technical assistance or training with implementing Connecticut General Statute (CGS) Chapter 128 Section 8-64c - “Resident participation plan for major physical transformation and disposition activities.” The statute requires meaningful resident participation during the planning, implementation and monitoring of major physical transformation or disposition activities.¹⁷ Respondents find that where residents have been engaged in capital planning, the participation rate has been low – over 60% of respondents reported that less than 25% of households participate in capital planning or rehabilitation projects.

Figure 15: *Percentage of Households Participating in Capital Planning or Rehabilitation Projects*



C. Operating and Regulatory Challenges

The questionnaire also provided a forum to identify challenges in operating their state-sponsored housing on a day-to-day basis and challenges presented by the applicable regulatory environment. This information could inform a regulatory modernization review to complement the physical modernization contemplated by the Capital Plan, which review would seek to

¹⁷ The full text of CGS Chapter 128 Section 8-64c can be found in Appendix Q.

maximize the effective and efficient operation of the portfolio over the long term. These questions were open-ended, requesting a narrative response and the questionnaire did not suggest or prompt topics. Common operating challenges reported in the questionnaire include:

- Low tenant rents, low unit turnovers and moderate (compared to low) vacancy rates put pressure on scarce resources
- Insufficient resources and operating shortfalls, resulting in deferred maintenance, insufficient reserves for capital needs and struggles to retain staff with the skills needed to manage increasingly regulated, aging state-sponsored properties
- Difficulties providing the resident services needed. Resident services programming is provided by 75% of respondents, with primary emphasis on services targeted towards elderly residents. Respondents reported having less skill and experience providing service programming to young disabled residents.

On the regulatory side, nearly 37% of respondents provided one or more observations on the statutory and/or regulatory requirements that negatively impact their ability to efficiently and effectively administer their state-sponsored housing. The most common response by far was related to mixing elderly and young disabled populations. Numerous administrative requirements related to reporting, audits, income limits, security deposits, waiting list administration and annual income re-certifications were reported to be cumbersome, burdensome and/or inconsistent. Specific regulatory challenges which were referenced multiple times included:

- Mixing of elderly and young disabled housing
- Income certification and recertification processes
- Regulatory reporting and the annual audit
- Wait list management requirements
- State requirement of generator backup for elderly housing properties
- Tenant commissioner election procedures
- Eviction procedures
- Inconsistent income limits and rent calculations among housing programs and
- The requirement that security deposits must be returned to elderly tenants after one year.

More than one-third of respondents provided detail on recommended legislative and/or regulatory changes other than increased funding that would enhance their ability to operate effectively or efficiently and/or have a positive impact on residents. Numerous respondents suggested discontinuing or limiting the mixing of elderly and disabled populations as well as streamlining or reducing administrative burdens that create delays, redundancies and confusion, all of which are reported to be costly.

A detailed description of these and other questionnaire results is included in Appendix G.

6. Aggregate Capital Plan Financial Analysis

The SSHP properties studied are facing capital needs of approximately \$275 million over the course of the 10-year revitalization initiative. Thirty eight percent of the total - \$105 million – represents the cost to replace building systems which are already past their expected useful life, identified in the CNA as immediate needs. Over a longer, 20-year, time horizon the baseline capital needs of the portfolio are \$490 million. When transaction costs and other expenses associated with complex recapitalization transactions are included, the total development cost to recapitalize the portfolio is approximately \$700 million.

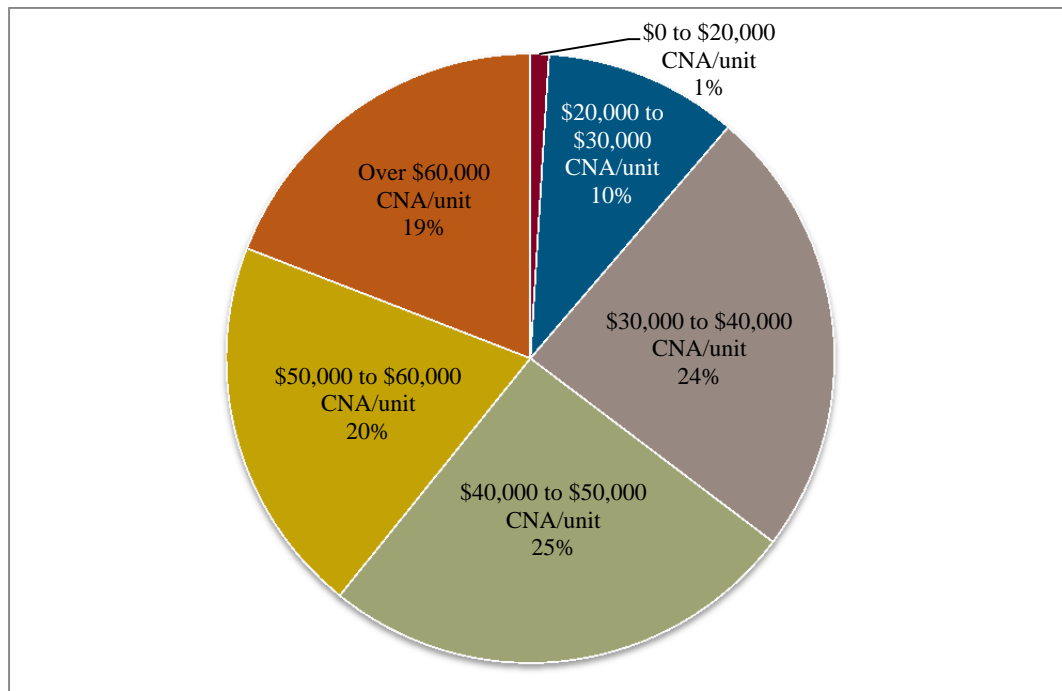
Recap's analysis quantifies the potential for third party leverage to allow this 10-year commitment to cover not only the portfolio's 10-year needs, including the current capital investment backlog, but also to cover the following 10 years' capital needs and transaction costs, making the portfolio sustainable long into the future. This opportunity depends on an aggressive leverage and portfolio restructuring strategy implemented between now and 2022. This strategy will also allow the State to avoid calls for \$215 million between 2023 and 2032 in additional capital subsidies to cover the needs of the portfolio which will come due during that period,

The financial analysis represented in this report illustrates the extent and nature of State subsidies which would be necessary to implement this more expansive vision for the revitalization initiative, stabilizing the portfolio, addressing each property's needs and placing each property on a sustainable trajectory for the future. The detailed breakdown of the subsidy need by year is presented in Appendix K. The proposed transaction and subsidy need by property is presented in Appendix L and the scope of rent adjustments projected by property is presented in Appendix M. The distribution of transactions by year according to the property characteristics is presented in Appendix N.

A. Current Capital Investment Needs

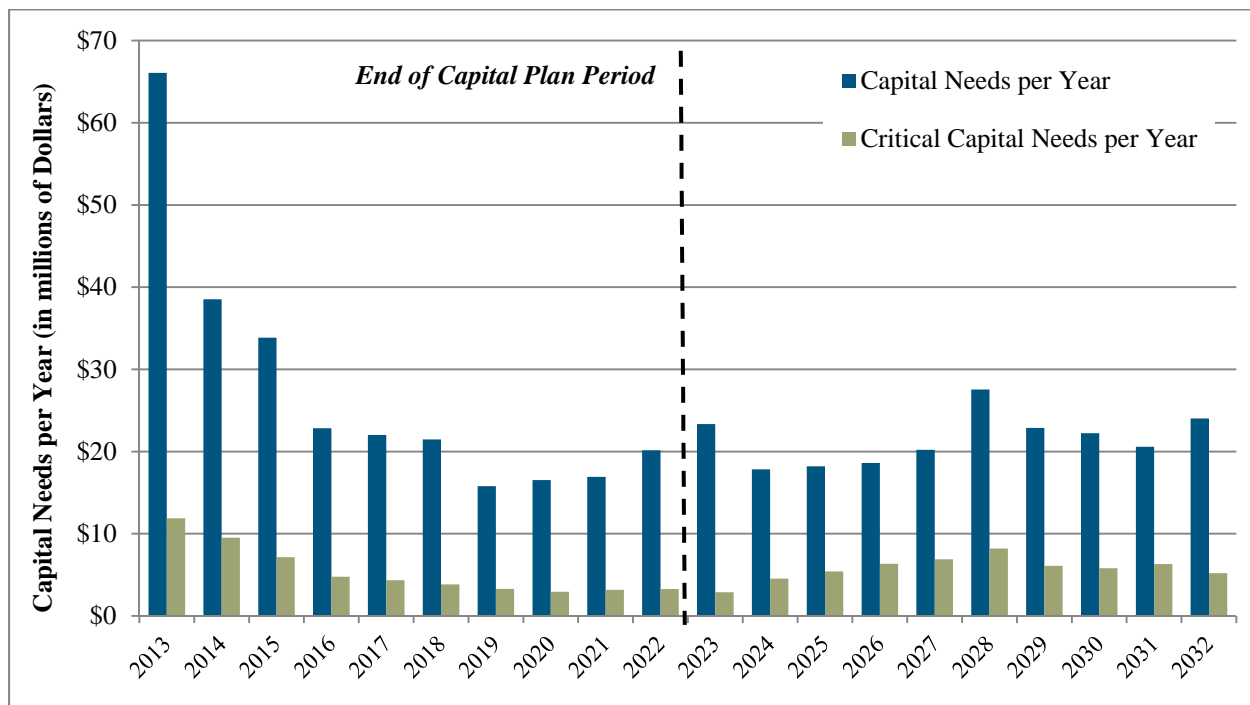
Excluding design, general contractor and transaction costs, the total capital need (i.e., construction trades) figure for the 281 study group properties is \$274.1 million over through 2022 and \$489.6 million through 2032, as shown in Appendix K. This translates into a capital need of \$50,493 per unit, on average, over the 20-year period, with a median figure of \$45,332. As indicated in Figure 16 below, almost 20% of properties have 20-year capital needs in excess of \$60,000 per unit with 89% of the properties needing \$30,000 per unit or more over the next 20 years.

Figure 16: *Distribution of Properties According to Capital Needs per Unit*



Roughly 28% of the capital need per unit, on average \$14,300 per unit, is associated with critical building components such as the roof, boiler, other property or unit mechanical systems, elevator and structural components of the property. (Additional detail regarding each property's capital needs, critical capital needs and transaction total development cost is provided in Appendix O.) While the critical capital needs are not a disproportionate share of the capital needs, indicating that the owners are appropriately focusing on preservation of key building components when prioritizing their limited maintenance dollars, the deferred maintenance of the portfolio is evident from the capital needs study. More than \$104.6 million should be expended in 2014, indicating that many of the building systems across the portfolio have reached or exceeded their expected useful life and are in need of replacement.

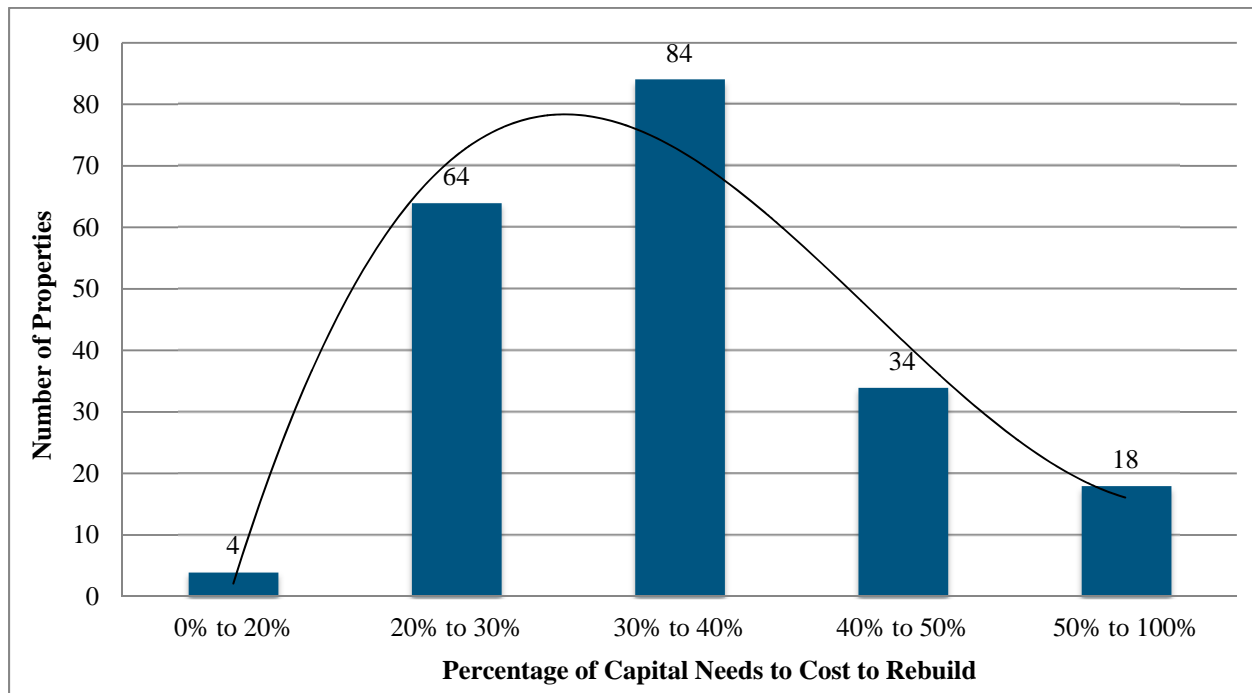
Figure 17: Aggregate Capital Needs and Critical Capital Needs per Year (2013-2032)



These capital needs figures represent the direct construction trade cost of the capital investment, and do not include the cost of a general contractor's general conditions, overhead and profit, the owner's costs in project management or any of the soft costs, such as architectural, engineering or legal fees associated with a recapitalization transaction. Typically, the general contractor's costs (General Conditions, Profit and Overhead) total approximately 16% of the direct hard costs or, on average, \$7,570 per unit. Recap estimates that the soft costs equal roughly 18% of the direct hard costs or, on average, \$8,200 per unit and the owners' project management costs equal roughly 20% of the direct hard costs or, on average, \$9,500 per unit. (These figures vary significantly based on the nature of the transactions implemented and these averages are based on the Capital Plan's 4% LIHTC transactions.) In the Capital Plan analysis, when an estimated property value is included, the average Total Development Cost figure is \$121,768 per unit.

Recap's analysis also compared properties' immediate and long term capital needs to the cost of new construction. Figure 18 below, shows that 182 (89%) of the transactions analyzed have capital needs that amount to between 20% and 50% of the estimated cost to rebuild. Just 4 transactions (2%) have capital needs of that total less than 20% of the new construction cost and 18 properties, or 9% of the properties analyzed, have immediate and long term capital needs that amount to more than 50% of the cost to rebuild. These 18 properties are the most likely candidates for a tear-down and redevelopment strategy, particularly if the current physical structures are functionally obsolete.

Figure 18: Percentage of Study Group Properties' Capital Needs to New Construction Cost



Twelve properties have immediate and long-term capital needs greater than two-thirds of the cost of new construction, raising the question of whether further investment in the existing structures is a prudent use of State subsidy funds. Ten of these 12 properties are limited equity cooperatives, representing 48% of the limited equity cooperatives in the portfolio. The other two properties in this group are already in the planning stages for a major revitalization/recapitalization investment.

Although not part of the core study group, Recap also prepared capital needs assessments for the 18 properties in the Homeless Housing Program. The total capital needs for the Homeless Housing portfolio is \$13.9 million, or \$30,622 per unit.

B. Current Property Revenue

In addition to addressing the capital needs of each property, the long-term sustainability of the SSHP properties is also impacted by operating revenue. The Capital Plan projections, using standard CHFA underwriting projections for income and expense trending over time, indicates that in 2014, 95 properties, or 47% of the portfolio would have a negative net operating income without major adjustments in the revenue stream. By 2023 (one year after the end of the 10-year revitalization initiative), 130 properties, or 64% of the portfolio, are projected to have negative net operating income. The current low base rent levels explain much of this situation. As described in *Chapter 4: Financial Modeling Methodology*, the financial models address this issue by increasing base rents to 30% of the income of a household at 30% of AMI.

1. Base Rents

Figure 19 below shows the current median base rent levels at properties without any project-based rental subsidy.

Figure 19: *Current median base rent levels and proposed median base rent levels (State-wide).*

	Studio/ Efficiency Unit	One- Bedroom Unit	Two- Bedroom Unit	Three- Bedroom Unit	Four- Bedroom Unit	Five- Bedroom Unit
Current Median Base Rent	\$123	\$180	\$508	\$466	\$478	\$837
Proposed Median Base Rent	\$486	\$522	\$626	\$723	\$807	\$891

Currently, 5,216 households, or nearly 50% of the households in the study group portfolio, pay the base rent. Another quarter or third of the resident households currently pay more than the existing base rent but less than the proposed base rent. All of these households would be impacted by the modeled increases in base rent.

2. Income Tiering

To further address the projected revenue shortfalls, the financial models and market studies indicate that 15 properties could reasonably implement income tiering given their local markets. According to the most recently provided rent roll, the income tiering changes would impact 210 current households, which is 2.0% of the total 10,753 units in the portfolio study group.

3. RAP Subsidy

Through the Capital Plan analysis, Recap identified 86 properties among the 204 transactions modeled (representing 281 properties in the study group due to property consolidations) which benefit from resident-based portable RAP, project-based ERAP or other project-based rental assistance, either in whole or in part.¹⁸ In addition to these 86 properties with existing RAP, ERAP or rental-assisted units, the Capital Plan model assumes 18 additional properties are awarded project-based RAP contracts, totaling 1,259 additional RAP units.

As noted in Section F of *Chapter 4: Financial Modeling Methodology*, the financial model assumes that all units at these 18 properties receive RAP subsidy and the benefits of the new RAP contracts are concentrated at a small subset of properties. To understand the impact of this assumption regarding the allocation of RAP assistance, Recap completed a case study of Millbrook Village, a 60-unit property located in Windsor, CT. In this case study, described in more detail in Appendix P, Recap compared the impact of awarding Millbrook Village a RAP contract for 100% of the units against the impact of awarding Millbrook Village a RAP contract

¹⁸ The total number of current RAP, ERAP and other rental-assisted units is approximately 3,500 at the 86 properties in the study group.

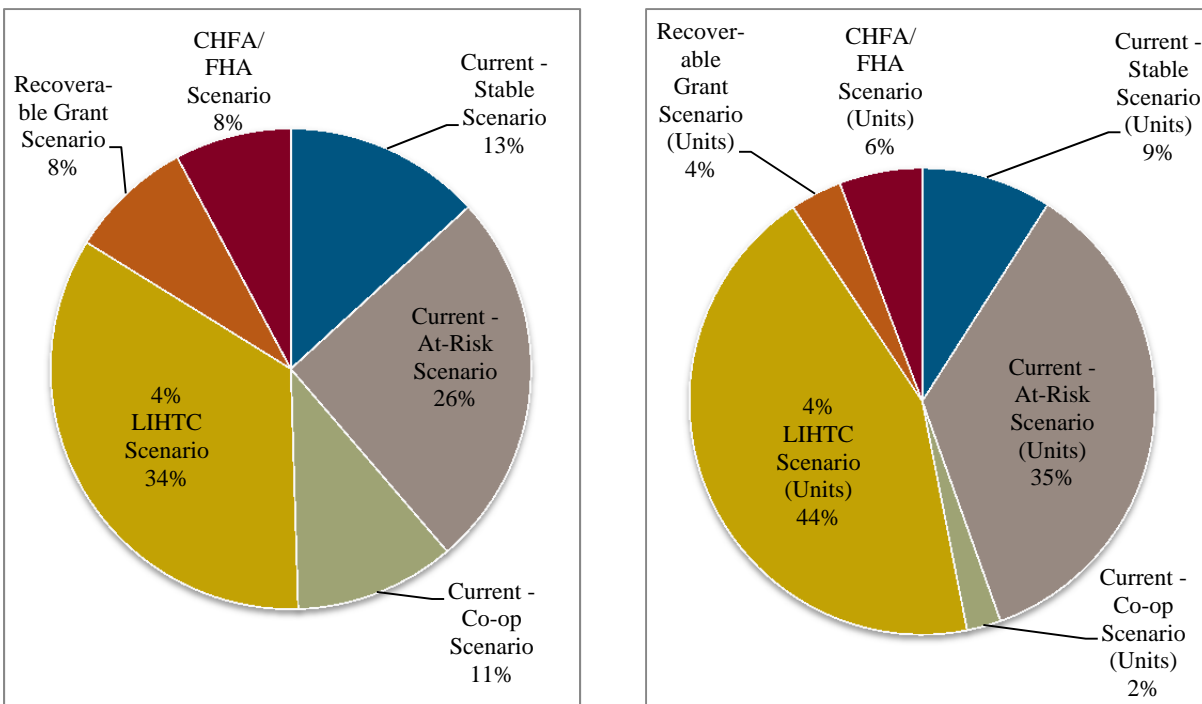
for only four RAP units, the minimum necessary to make a viable recapitalization transaction. The case study demonstrates the value of awarding the proposed new RAP authority in smaller increments of 5-10 units per property, providing RAP contracts to more properties in the portfolio.

The State currently estimates that an annual incremental appropriation of \$1.5 million each year would support 150 households annually. As the Millbrook Village estimate indicates, over 10 years these 1,500 units could go quite a distance to convert the 70 “At-Risk Current Scenario” properties into viable recapitalization transactions. It is worth noting, however, that the State assumes each RAP costs \$10,000 per unit annually. However, the tenant rent rolls provided for each property indicate that the RAP subsidy per unit is projected to be approximately \$5,424 per year. If this proves true as RAPs are allocated, the increase in budget authority may be able to support many more households than currently anticipated. In the policy recommendations below, Recap assumes that the excess RAP budget authority can be applied to cover the cost of the Tenant Protection Base Rent and Income Mixing Operating Subsidy line items. In practice, given the State’s budget procedures, the RAP authority should be used to fund short-term tenant protection RAP contracts to address the tenant protection needs.

C. Projected Transactions

The Capital Plan financial analysis developed a transaction recommendation for each property within the study group portfolio, as well as a recommended transaction year. Figures 20 and 21 indicate the distribution of these transactions on both a transaction and a unit basis. The figures indicate that almost two-thirds of the portfolio – on both a transaction basis and a unit basis – can address their capital needs through relatively straightforward financial structures. The largest category of financial structure used in the Capital Plan projections is a 4% LIHTC structure which, although a relatively complex real estate transaction, is routinely implemented by CHFA. The Capital Plan projects that 34% of transactions and 44% of the units would be recapitalized under the 4% LIHTC structure. The other transaction scenarios include recapitalization from property operations in the “Stable Current Scenario” properties, where the reserves are adequate and the rental revenue sustains positive net operating income over time (13% of properties and 9% of units), recapitalization under the CHFA/FHA Financing Scenario (8% of properties and 6% of units) and finally recapitalization under the Recoverable Grant Scenario (8% of properties and 4% of units).

Figures 20 & 21: Transaction Scenario Results by Transaction & by Number of Units

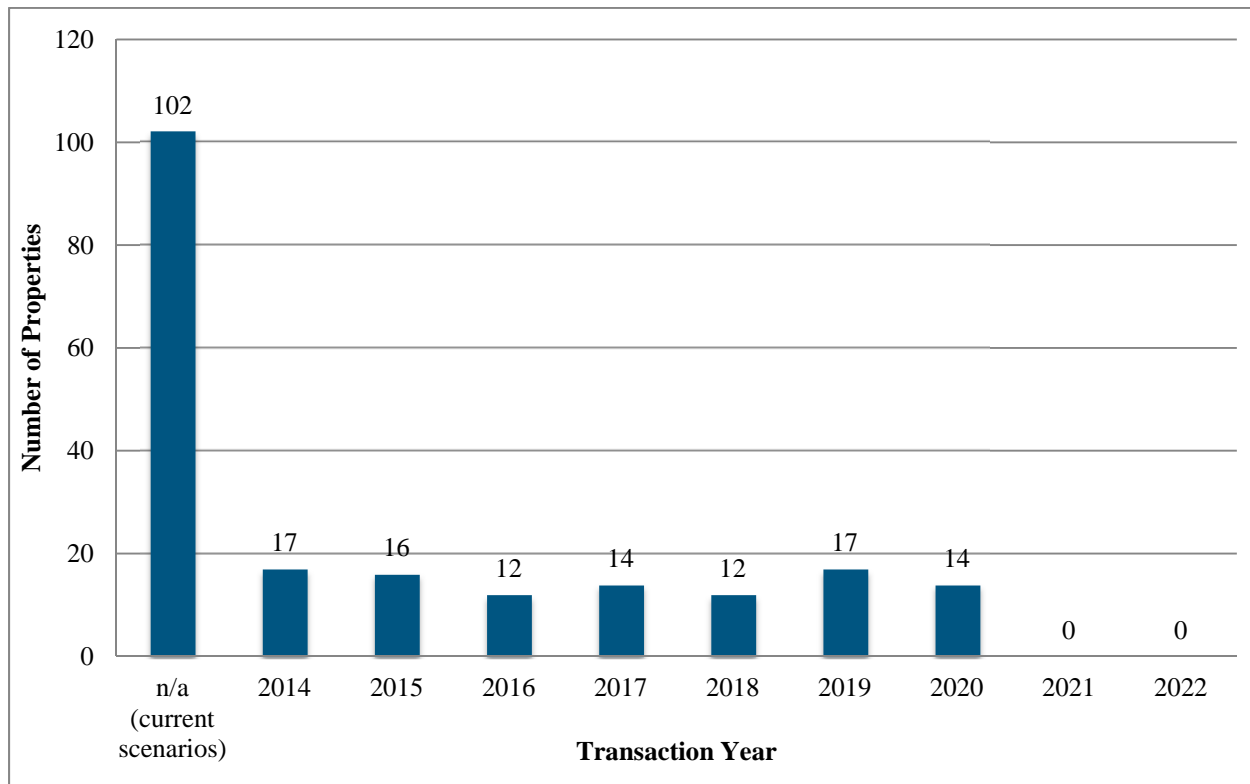


The At-Risk Current Scenario properties and the Limited Equity Cooperatives are the more problematic properties. The main driver of the problem among the At-Risk Current Scenario properties is the anticipated negative net operating income. With appropriate individualized solutions using the new RAP authority to supplement revenue, the At-Risk Current Scenario properties could be restructured as LIHTC, CHFA/FHA or Recoverable Grant properties. The At-Risk Current Scenario properties represent 26% of the potential transactions and host 35% of the units within the study group.

The limited equity cooperatives (11% of transactions but only 2% of the units) have significantly fewer options due to the concentration of affordable housing funding sources in the rental, rather than homeownership, sector. Consequently, the co-ops will also require solutions that are highly tailored to the particularities of each situation.

The transactions are distributed in time over the course of the 10-year Capital Plan based on the timing of each property's critical capital needs and the extent of the critical capital needs per unit. As shown in Figure 22 below, 102 properties (nearly 50% of the study group) do not have a specific transaction year. These properties are the Stable Current properties (27), Limited Equity Co-operatives (22), and the At-Risk Current properties (53) group.

Figure 22: Transactions by Year



The remaining properties' capital needs are projected to be addressed as quickly as can be accommodated by the available resources. The model anticipates that with the addition of leveraged funds from first mortgage debt and LIHTC equity, the portfolio could be fully recapitalized by 2020. The completion date will probably slip to 2022 as the at-risk properties are restructured, become viable transaction to compete for each year's available subsidy, and are integrated into the schedule. Recap projects a relatively steady number of property transactions, ranging from 12 to 17 transactions, each year during this period.

The recapitalization of the 20 congregate facilities in the Capital Plan study group is more complex than the recapitalization of many of the other property types. The financial analysis found that 11 of the congregate sites fall in to the At-Risk Current scenario. For these properties, the challenge is to increase revenue in light of the Congregate program's appropriations. Currently, each property receives a set amount of State subsidy and the appropriations for this program have been fairly constant over time. If the rental revenue portion of the subsidy is increased, the services portion is reduced by a corresponding amount. Six of the remaining congregate sites are recommended for 4% LIHTC transactions. While a few congregate facilities have successfully combined LIHTC and congregate funding sources, these transactions are difficult to structure. The LIHTC rules indicate that any payments the tenant is required to make must be treated as part of the capped rent calculation. In the Congregate program, the service payments are required, which artificially suppresses the potential rental revenue, a challenge that can be overcome with careful transaction structuring. The three remaining congregate properties are distributed evenly among the Recoverable Grant, CHFA/FHA and Stable Current scenarios.

D. Capital Subsidy and Operating Subsidy Needs

The Capital Plan financial model analyzes potential transactions for each of the 281 properties in the study group, although in some cases properties have been consolidated to create a more viable transaction. As a result, the Capital Plan models a total of 204 transactions.

1. Capital Subsidy Needs During the 10-Year Revitalization Period

Three types of capital subsidy would be needed to meet each property's immediate and long term capital needs based on the currently modeled projections: (1) pre-transaction capital subsidy needs, (2) transaction capital subsidy needs, and (3) "Current Scenario" capital subsidy needs.

The pre-transaction capital subsidy need, which is designed to cover critical capital needs beyond what can be paid with current cash flow or property reserves prior to the recapitalization transaction, totals just \$286,000. The transaction capital subsidy needs, which is the gap between the sources raised as part of the recapitalization (permanent mortgage, LIHTC equity, etc.) and the total development cost of the recapitalization, total \$150.1 million. If it were to be distributed as an annual capital subsidy, which is not recommended, the "Current Scenario" capital subsidy need is projected to total \$65.8 million for the 10-year revitalization period, although this figure does not include an allowance for soft costs (architecture or design, relocation, etc.). The following chart shows the breakdown of the three capital subsidy types compared to the remaining amount of \$252 million in revitalization initiative funds.

Capital Subsidies Assuming Efforts to Maximize Leverage	Capital Plan 10-Year Total	Percent of Total
Pre-Transaction Capital Subsidy	286,000	0.1%
Transaction Capital Subsidy	150,058,000	69.4%
Current Scenario Capital Subsidy	65,779,000	30.4%
Total Capital Subsidy Need	216,123,000	
 Governor's Proposed Capital Subsidy Appropriation	 252,010,000	
Surplus Proposal to Projection	35,887,000	

The At-Risk Current Scenario properties represent 26% of the study group portfolio and are the primary driver of the \$66 million Current Scenario capital subsidy need. These are also the properties which need individual review and a negotiated, property-specific solution which will likely include the allocation of RAP authority to bring these properties onto a sustainable operating trajectory. With this additional revenue, the at-risk properties would become candidates for recapitalization transactions and would access a combination of Pre-Transaction and Transaction capital subsidy. The remaining Current Scenario Capital Subsidy need would be limited to the assistance required for the mutual housing and limited equity coop properties.

2. Operating Subsidy Needs During the 10-Year Revitalization Period

The projected operating subsidy needs are more varied given the desire to create a sustainable balance between property income and expenses over the long term and the desire to protect current residents from economic displacement. To the greatest extent possible, the State should

address any operating subsidy needs through the mechanism of rental assistance payments, rather than through direct operating subsidy. The proposed operating revenue supplements consist of the following:

- RAP subsidy for the new long-term RAP contracts to be awarded to stabilize at-risk properties. This is the largest amount of rental assistance or direct operating subsidy projected in the Capital Plan model. Based on the tenant profiles reported to CHFA and the proposed rent levels suggested under the Capital Plan, these additional RAP contracts would require approximately \$46.5 million of RAP budget authority.
- RAP subsidy to supplement low ERAP subsidies, which totals \$5.8 million over 10 years. The ERAP subsidy is a fixed appropriation, but it could be concentrated onto a smaller number of units at higher rent levels. If the base rent level at properties with ERAP assistance is increased, RAP subsidy for new long-term RAP contracts would be needed to ensure continued assistance to the original number of elderly housing units. (This subsidy is referred to in this Capital Plan as “base rent operating subsidies associated with current ERAP units.”)
- Short-term RAP subsidy to protect current tenants from economic displacement as a result of base rent increases, in the aggregate amount of \$44.7 million (sometimes referred to in this Capital Plan as “base rent operating subsidies to protect current residents”).
- Short-term RAP subsidy to protect current tenants from economic displacement as a result of income mixing for properties where income tiering has been proposed, which totals \$1.1 million (sometimes referred to in this Capital Plan as “income mixing operating subsidy to protect current residents”).
- Operating deficit subsidy, designed to cover negative net cash flow after debt service at troubled properties (primarily the at-risk Current Scenario properties), which amounts to \$13.6 million over the course of the 10-year revitalization period. Property-specific strategies to restructure the income-expense balance at at-risk properties should mitigate the need for this operating deficit subsidy.

The following chart shows the breakdown of the Capital Plan’s projected rental assistance and direct operating subsidies.

Rental Assistance and Operating Subsidies Assuming Efforts to Maximize Leverage	Capital Plan 10-Year Total	Percent of Total
RAP Subsidy to Stabilize At-Risk Properties	46,494,000	41.8%
RAP Subsidy to Replace Lost ERAP Units ¹⁹	5,815,000	5.2%
Short-Term Tenant Protection RAP - Base Rent	44,656,000	39.9%
Short-Term Tenant Protection RAP - Income Mixing	948,000	0.9%
Operating Deficit Subsidy	13,624,000	12.2%
Total RAP and Operating Subsidy Needed	111,238,000	
Governor's Proposed RAP Operating Subsidy Appropriation	81,000,000	
Gap Proposal to Projections	(30,238,000)	

3. Opportunity to Achieve 20 Year Recapitalization

The Capital Plan financial model indicates that, in the aggregate, the Governor's proposed 10-year investment certainly covers the portfolio's 10-year capital needs, including the current capital backlog. In addition, if paired with an aggressive leverage strategy, the investment will be on track to cover all of the portfolio's 20-year needs, putting the properties on a sustainable foundation while coming in under budget by \$5.6 million at the end of the Governor's 10-year initiative.

As currently modeled, the more ambitious 20-year vision would need an additional \$34 million in subsidy between 2023 and 2032. However, most of this need is tied to the At-Risk Current Scenario properties. Recap anticipates that property-specific negotiations about these at-risk properties will result in individualized solutions involving the award of RAP contracts. This additional revenue should make these at-risk properties sustainable and viable as recapitalization transactions during the 10-year revitalization initiative time frame. As the Millbrook Village case study indicates, these individualized solutions will significantly reduce the subsidy need associated with the 70 at-risk properties.²⁰ The at-risk properties' capital subsidy needs between 2023 and 2032 total \$54.3 million, all of which Recap anticipates would be eliminated by converting these properties into recapitalization transactions. In other words, while the financial model indicates a gap of \$34 million in 2032, Recap projects that the actual results of the 20-year recapitalization will likely come in at or under the proposed budget for the 10-year revitalization initiative. However, CHFA and DOH will need to be attentive to the specific capital and RAP account totals. The timing of incremental rent increases and the distribution of RAP contract awards can be managed to ensure that both the capital and the RAP accounts remain under budget. These figures are summarized in Figure 23 and illustrated graphically in Figure 24.

¹⁹ While the majority of this funding is to replace lost ERAP units, there may be instances where this funding is necessary to supplement low rent levels on other rental assistance arrangements.

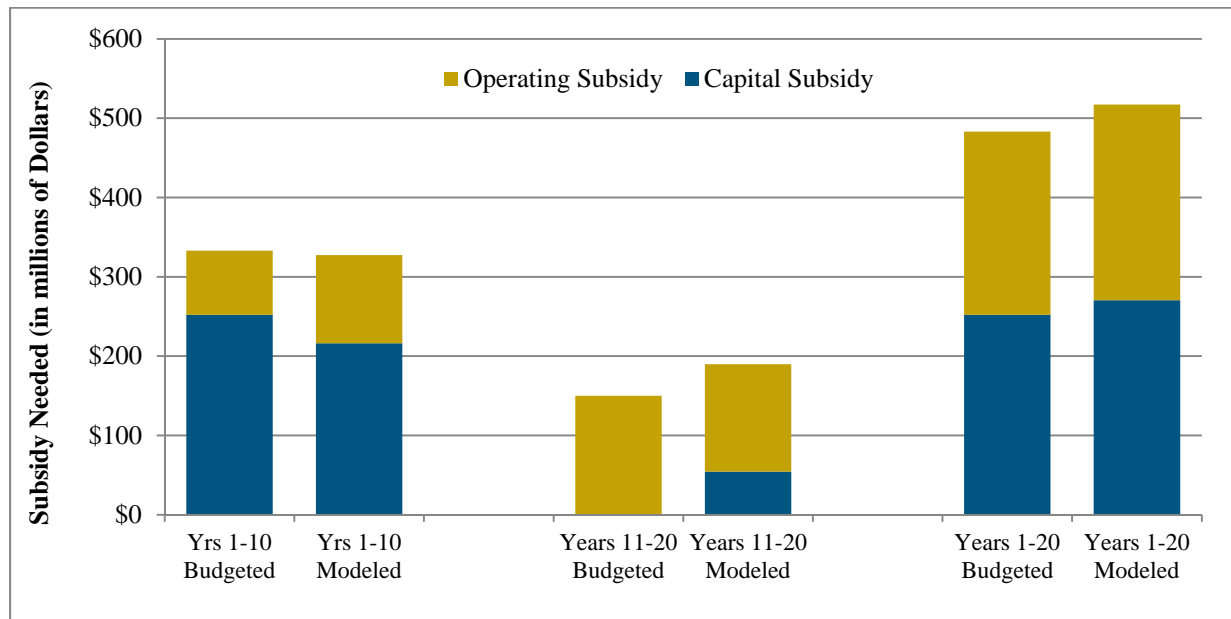
²⁰ The Millbrook Village case study is described in Chapter 6 Section B, above and also in Appendix P.

Figure 23: Capital and Operating Subsidies Needed over the 10- and 20-Year Periods

	Capital Plan 10-Year Total	20-Year Grand Total
<u>Subsidy Needed</u>		
Pre-Transaction Capital Subsidy	286,000	286,000
Transaction Capital Subsidy	150,058,000	150,058,000
Current Scenario Capital Subsidy	65,779,000	120,081,000
Total Capital Subsidy Needed	216,123,000	270,425,000
 RAP Subsidy to Stabilize At-Risk Properties	46,494,000	129,275,000
RAP Subsidy to Replace Lost ERAP Units	5,815,000	16,267,000
Short-Term Tenant Protection RAP - Base Rent	44,357,000	45,284,000
Short-Term Tenant Protection RAP - Income Mixing	948,000	959,000
Operating Deficit Subsidy	13,624,000	54,968,000
Total RAP and Operating Subsidy Needed	111,238,000	246,752,000
 <u>Comparison of Projected Need to Governor's Proposal</u>		
Total Capital and RAP/Operating Subsidy Needed	327,361,000	521,177,000
 Capital Subsidy Proposed Under Plan	252,010,000	252,010,000
Rental Assistance Payments Proposed Under Plan	81,000,000	231,000,000
Total Subsidy Proposed	333,010,000	483,010,000
 <u>Total Subsidy Surplus/Gap Proposal to Projections</u>		
Capital Subsidy Surplus/(Gap)	35,887,000	(18,415,000)
RAP and Operating Subsidy Surplus/(Gap)	(30,238,000)	(15,752,000)
Total Subsidy Surplus/(Gap)	5,649,000	(34,167,000)

Note: The Capital Plan projects that the 20-year funding gap can be overcome by soft loan repayments as described below. Strategic and efficient allocation of resources and the restructuring of the financial situation faced by currently challenged properties should also reduce the need for subsidy.

Figure 24: Comparison of Budgeted Funds to Projected Needs as Reflected in the Current Capital Plan Financial Model (in Millions of Dollars).



4. Recoverable Cash Flow

The financial model predicts a \$5.7 million surplus in the subsidy need relative to the anticipated budgets at the end of year 10 and a \$34.2 million deficit at the end of year 20. As noted above, Recap anticipates that the deficit will be eliminated through implementation due to the variation between the model assumptions and the policy recommendations below.

These figures do not, however, account for the recoveries the State will make from the soft debt financing. The financial model assumes that if a property has received subsidy and subsequently generates cash flow, the State would capture half of that cash flow. Pursuant to these soft-debt repayment terms, the State should be able to recover \$16.7 million from property cash flow prior to 2022 and \$49.2 million by 2032. The net result is a 20-year budget with a \$15.0 million surplus. See Figure 25.

Figure 25: Impact of Cash Flow Recoveries on Aggregate Budget

	Capital Plan 10-Year Total	20-Year Grand Total
Total Subsidy Surplus/(Gap)	5,649,000	(34,167,000)
Recoverable Cash Flow	16,731,000	49,176,000
Subsidy Surplus/(Gap) Net of Recoverable Cash Flow	22,380,000	15,009,000

E. Leverage and Implications for the 10 Years Following Completion of the Revitalization Initiative

The various strategies to implement the 10-year revitalization investment will all provide sufficient resources to cover the portfolio's 10-year needs. The difference among the various implementation strategies lies in the implications for the subsequent 10 years, between 2023 and 2032.

Under the recommended approach maximizing the use of debt and LIHTCs, the 204 transactions would leverage a total of \$612.4 million in outside debt, tax credit equity, and other projected funds. Of this, \$211.7 million is in the form of seller take back loans so the real third party leverage invested into the portfolio is roughly \$400 million (see Figure 26). However, the more tailored use of RAP resources in the context of property-specific solutions for the "At-Risk Current Scenario" properties and other the differences between the projected figures described in this Chapter and the policy recommendations describe later in *Chapter 8* should increase the potential for leverage.

Figure 26: Leverage Potential

	10-Year Capital Plan	Long-Term Implications Total Years 1-20
Projected Capital Subsidy Needed	216,123,000	270,425,000
Projected RAP and Operating Subsidy Needed	111,238,000	246,752,000
Offset by Recoverable Cash Flow	(16,731,000)	(49,176,000)
Total Projected Subsidy Needed	310,630,000	468,001,000
Third Party Leveraged Funds (debt, equity, etc.)	400,746,000	400,746,000
Portfolio Owner Leveraged Funds (Seller Loans)	211,653,000	211,653,000
Total Leveraged Funds	612,399,000	612,399,000

These figures aggregate the site-specific transaction scenarios for each property. Recap did, however, make relatively aggressive assumptions about LIHTC investor interest in the State-Sponsored Housing properties. To illustrate the potential risks associated with these aggressive assumptions, Recap also examined two alternative analytic frameworks. In both alternatives, the total capital needs being covered under the Capital Plan remain constant at \$490 million and the transactions are implemented on the same schedule as assumed in the projections.

The first alternative analysis assumes that investor interest is minimal and that the State distributes funds to the owners under a recoverable grant transaction structure. In this alternative, the total rental assistance, operating and capital subsidy required (net of recoverable cash flow) would be \$902 million, as opposed to \$468 million. The second alternative analysis assumes that investors will only be interested in a 4% LIHTC transaction if the equity investment will be \$2.5 million or more, instead of the \$1 million threshold used in the current models. In this scenario, the total rental assistance, operating and capital subsidy required (net of

recoverable cash flow) would be \$529 million, as opposed to \$468 million. Figure 27 summarizes these alternative analyses.

Figure 27: Impact of Alternative Leverage Assumptions, as compared to the \$483 Million Proposed under Governor Malloy's Revitalization Initiative (including both capital and rental assistance payment appropriations)

	Implications through 2032: 10 Years After Implementation of the Capital Plan
<u>Capital Plan Model Projections:</u> Leverage As Assumed in Site-Specific Analyses (\$1 million minimum equity investment)	\$270.4 million capital subsidy need \$246.8 million RAP and operating subsidy need <u>(\$49.2 million cash flow recovery offset)</u> \$468.0 million total subsidy need \$15.0 million less than the available resources
<u>First Alternative Analysis:</u> No Leverage Assumption (all transactions implemented as soft debt or recoverable grant transactions)	\$738.5 million capital subsidy need \$368.0 million RAP and operating subsidy need <u>(\$204.7 million cash flow recovery offset)</u> \$901.9 million total subsidy \$418.9 million more than the available resources
<u>Second Alternative Analysis:</u> Moderate Leverage Assumption (\$2.5 million minimum equity investment)	\$366.4 million capital subsidy need \$247.8 million RAP and operating subsidy need <u>(\$85.0 million cash flow recovery offset)</u> \$529.1 million total subsidy need \$46.1 million more than the available resources
For reference, the figures in this chart should be compared to an available budget of \$483 million, which represents the \$252 million still available under the revitalization initiative's capital funds and the \$231 million cost over 20 years of the new RAP contract authority	

7. Raising the Bar – Going Beyond Stabilization of the Properties

The Capital Plan examines the investment needed to modernize and stabilize the State-Sponsored Housing portfolio, based on Capital Needs Assessments prepared for each property. These assessments focus on maintaining the existing buildings, generally in their existing configuration, in a safe and sanitary condition. As a result, the CNAs focus on the repair and replacement needs of current building systems and finishes over a twenty year period. Built on this CNA data, the Capital Plan suggests methods to sequence and leverage the State’s proposed \$300 million capital investment.

For some properties, however, good stewardship of the affordable housing portfolio may require thinking about options other than the maintenance and repair of the current structures. These other options typically involve greater up-front expense, but yield financial or qualitative rewards over time. As part of the Capital Plan effort, the Recap team selected two small samples of 12 properties each to explore enhancement scenarios, specifically a deep-green retrofit approach and an architectural re-envisioning approach.

Both samples were used to quantify the potential marginal costs associated with the enhancement scenarios. In addition, the enhancement scoping documents – the 12 Green CNAs and the 12 Revitalization Concept Plans – offer the reader a series of ideas, and take the reader through a series of decision processes, which may help illustrate for other owners the potential opportunities and may spark exploration of enhancement options for their own sites. Ultimately, however, each owner will identify for themselves the appropriate action plan for their sites, a decision which Recap hopes will be made in consultation with CHFA and DOH, and informed by the research and recommendations in the Capital Plan. That action plan may be ongoing maintenance, comprehensive internal rehabilitation, green investments or perhaps the redevelopment of parts, or even all, of the site.

A. Green Capital Needs Assessments Review

As discussed in *Chapter 3: Research Methodology*, On-Site Insight conducted green capital needs assessments on twelve properties in the State portfolio. This sample assists in quantifying the cost premium associated with improving energy efficiency. The green capital needs assessment (“GCNA”) includes elements such as infrared photos to evaluate the insulating quality of the building envelope, indoor air quality analysis, an energy analysis to evaluate utility consumption and carbon footprint, retrofit recommendations and a variety of other elements.

The GCNAs are aimed at determining the development's current and prospective physical condition, on both a traditional and green basis. A traditional CNA focuses on those capital activities that reasonably can be expected to ensure that a property is viable and in good condition over a 20-year horizon. In a traditional CNA, it is common for OSI to informally comment on maintenance practices, or suggest discretionary upgrades that might affect operations, marketability, or occupant well-being. The GCNA is aimed at more rigorously and more formally identifying green alternatives to conventional replacement of major components and systems. It offers options aimed at helping:

- improve energy and water efficiency,
- reduce operating and capital costs through the use of durable materials and improved maintenance,
- safeguard indoor environmental quality (IEQ) for residents, and
- reduce the property's environmental impact.

OSI completed GCNAs for the following twelve properties, selected as representing the range of capital need and with a representative mix of family and elderly properties:

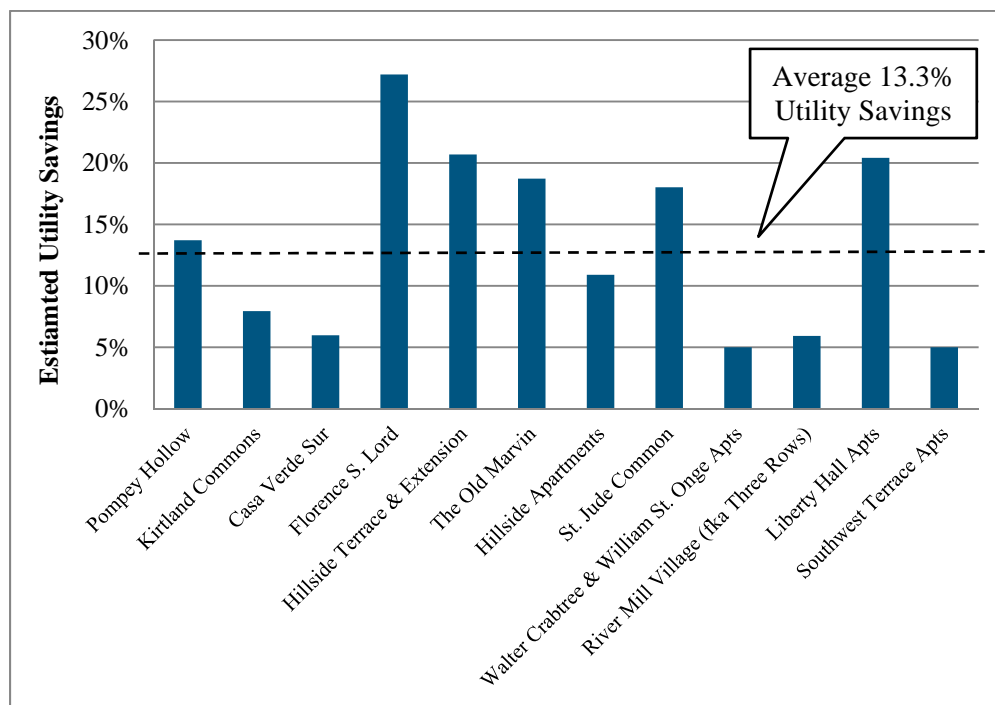
- Pompey Hollow, Ashford
- Kirtland Commons, Deep River
- Casa Verde Sur, Hartford
- Florence S. Lord, Marlborough
- Hillside Terrace, North Branford
- The Old Marvin, Norwalk
- Hillside Apartments, Norwich
- St. Jude Commons, Norwich
- Walter Crabtree Apartments, Putnam
- River Mill Village, Thompson
- Liberty Hall Apartments, Waterbury
- Southwest Terrace, Windsor Locks

The GCNAs for the sample group of properties consist of numerous recommendations based on financial analyses as well as health, safety and environmental benefits even when not producing significant cost savings. Common recommended measures in the GCNAs include high efficiency boilers, new fiberglass low-E windows and doors, efficient lighting, Energy Star appliances, programmable thermostats, low-flow fixtures, new flooring (linoleum as opposed to carpet or vinyl), roof insulation, and new solid wood cabinetry and solid surface countertops. Some GCNAs also included recommendations for additional items including pervious pavers to reduce stormwater runoff and the heat island effect,²¹ fiber cement board siding which is more durable and easy to repair and replace as compared to products such as EFIS, and metal tile roofing combined with blown-in cellulose insulation which is long lived and highly durable.

Nearly every property that received a GCNA would experience significant changes to their utility costs, with an average savings of 13.3%, if the recommended improvements were installed, as shown in Figure 28. This savings translates into higher debt carrying capacity in one instance, and lower operating subsidy needs in nearly every property studied. One property, Florence S. Lord, had a projected utility savings of 27.2%, the highest of the sample group. The following chart shows the estimated utility savings for all the properties that received a GCNA.

²¹ Pervious, or permeable, pavers allow percolation or infiltration of stormwater through the surface into the soil below where the water is naturally filtered and pollutants are removed. The heat island effect is a temperature phenomenon in which heat-absorbing buildings, concrete, and/or asphalt release heat absorbed from sunlight into the surrounding atmosphere resulting in increased air temperature.

Figure 28: GCNA Estimated Utility Savings

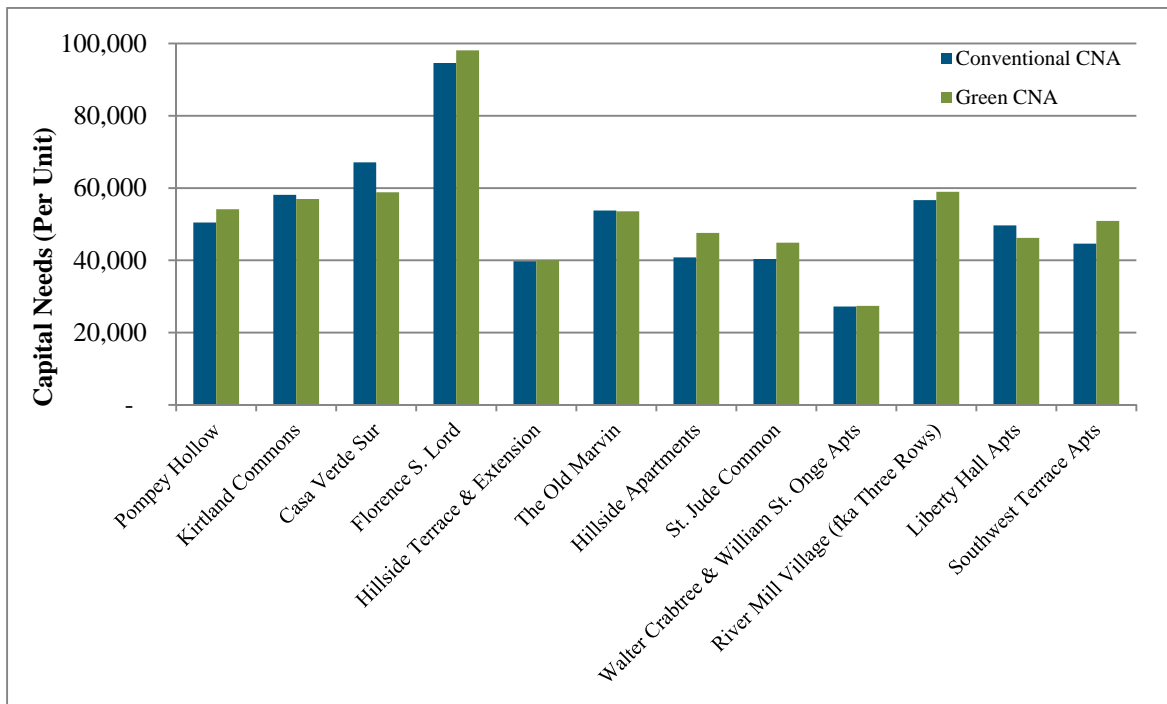


With the projected utility savings, all of the GNCA properties would also experience substantial operating expense savings, averaging 3% overall. Given the proportion of utility costs in their overall property budgets, two properties had a projected reduction in total operating expenses of 7.5% - St. Jude Common and The Old Marvin.

The lower operating expenses translated into higher projected net operating income and cash flow for the properties in the study group. Every property experienced an increase in projected cash flow, with an average increase of over \$300 per unit per year. The Old Marvin would see the most significant increase in projected cash flow at over \$1,300 per unit per year if the GCNA recommendations were to be implemented.

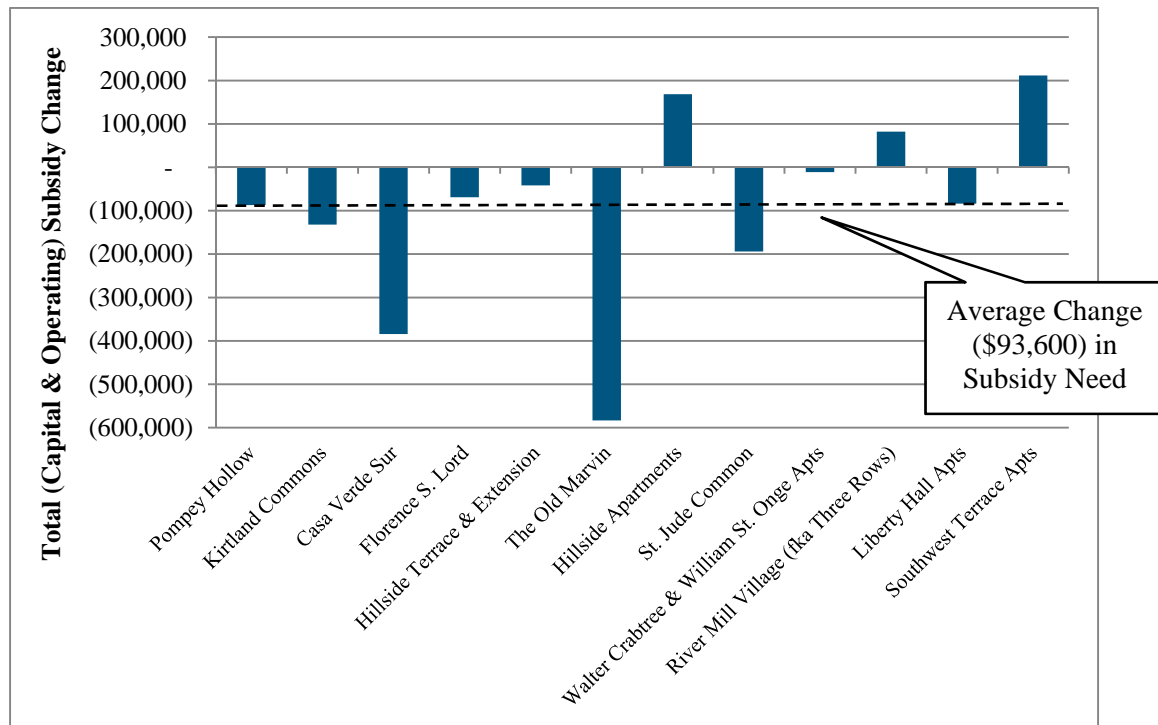
In most cases, the GCNA recommendations have a somewhat higher overall cost as compared to the recommendations of a conventional CNA. The conventional CNAs in the study group total \$22.1 million and the GCNAs total \$22.7 million, a 2.5% increase. While the average capital needs cost identified in the conventional CNAs was approximately \$51,900 per unit, the GCNAs projected an average of \$53,100 per unit, a \$1,200 per unit (or 2.3%) increase. A comparison of the per-unit costs of conventional CNA and GCNAs can be seen below in Figure 29.

Figure 29: Comparison of Conventional and Green CNAs Costs of Per Unit



Despite the fact that generally the GCNA recommendations have a higher overall cost as compared to a conventional CNA, the marginal increase is quite modest – only 2.3%. More significantly, most properties in the GCNA study group would need less subsidy overall due to lower operating expenses and increased cash flow resulting from the projected savings. The projected operating subsidy needs were reduced by 7% or \$1.11 million, capital subsidy needs were virtually unchanged and total subsidy needs dropped by 4% overall or \$1.12 million overall. Figure 30 depicts the change in total projected capital and operating subsidy needs if properties were to implement the GCNA recommendations.

Figure 30: Total Projected Capital & Operating Subsidy Change with GCNA Measures



B. Redevelopment Studies

The second set of enhancement options are the redevelopment studies which ICON architecture, inc., prepared for twelve properties. These architectural concepts offer a series of ideas and strategies for thinking about redevelopment, strategies which could be applicable to additional communities within the portfolio. ICON examined the properties against contemporary urban planning and design practices, informed by the available market information. The team considered each property and its neighborhood context from an urban design perspective, looking at opportunities for increased or decreased density, improvements to the site plan, environmental improvements (such as mitigating flood concerns), transit oriented development and greater integration with the surrounding neighborhood fabric. The team also considered marketability issues, including the size of the existing units and the availability of units for individuals with physical disabilities.

Based on this analysis, the team generated a range of ideas for improvements to the site and buildings. At one end of the range are options to upgrade the existing buildings through additions, green investments and measures to improve marketability. At the other end of the range are options such as selective demolition/reconstruction and much more comprehensive approaches which involve the full redesign of both the site and its buildings. The ideas are not definitive plans and would likely change significantly upon more in-depth discussions with the owners. Rather, the options are intended to stimulate ideas and put opportunities on the table – for the owner of the subject property or, with some extrapolation, for owners of similar sites.

ICON prepared illustrative redevelopment studies, which can be found in Appendix S, for the following properties:

- Kirtland Commons, Deep River
- Veterans Terrace & Extension, East Hartford
- Enfield Manor & Extension, Enfield
- Armstrong Court, Greenwich
- McCluggage Manor, Griswold
- Casa Verde Sur, Hartford
- Spencer Village & Extension, Manchester
- Sunset Village, Center View Manor, Woodmoor Village, Plainville
- Smith Acres & Extension, Seymour
- Old Post Village, Tolland
- Ulbrich Heights & Extension, Wallingford
- Hevrin Terrace, Windham

Each plan includes an analysis of the current development, existing site conditions, zoning and reasons to consider redevelopment. Each plan also presents two potential redevelopment options and offers conclusions with a recommended redevelopment scenario.

Figures 31 & 32: Veteran's Terrace – Existing Site Relationships & Recommended Redevelopment Option



In general, the redevelopment options fall into one of several categories: a) additions or modifications to existing buildings, b) adding units on undeveloped or underdeveloped portions of a site, c) selectively demolishing some of the structures and building new around the structures which were not demolished, and d) completely demolishing and rebuilding the community. The addition of accessible units was accommodated in each of the scenarios.

ICON recommended 100% demolition and new construction for six of the twelve study properties. The remaining six redevelopment studies consisted of a combination of new construction and renovation of some, or all, of the existing units including accessibility upgrades, additions to units to increase unit sizes, and façade upgrades. All but one of the plans included new community space as well. The number of proposed units at each was informed by each property's market assessment, specifically the capture rates for the market area.

Nearly all of the redevelopment studies emphasize bringing unit sizes up to contemporary standards. (Current unit sizes across the entire State portfolio are all well below market standards.) In addition, the redevelopment studies provide for improved accessibility for individuals with disabilities and improved connections between the developments and their surrounding communities.

Figures 33 & 34: *Casa Verde Sur – Existing Site Relationships & Recommended Redevelopment Option*

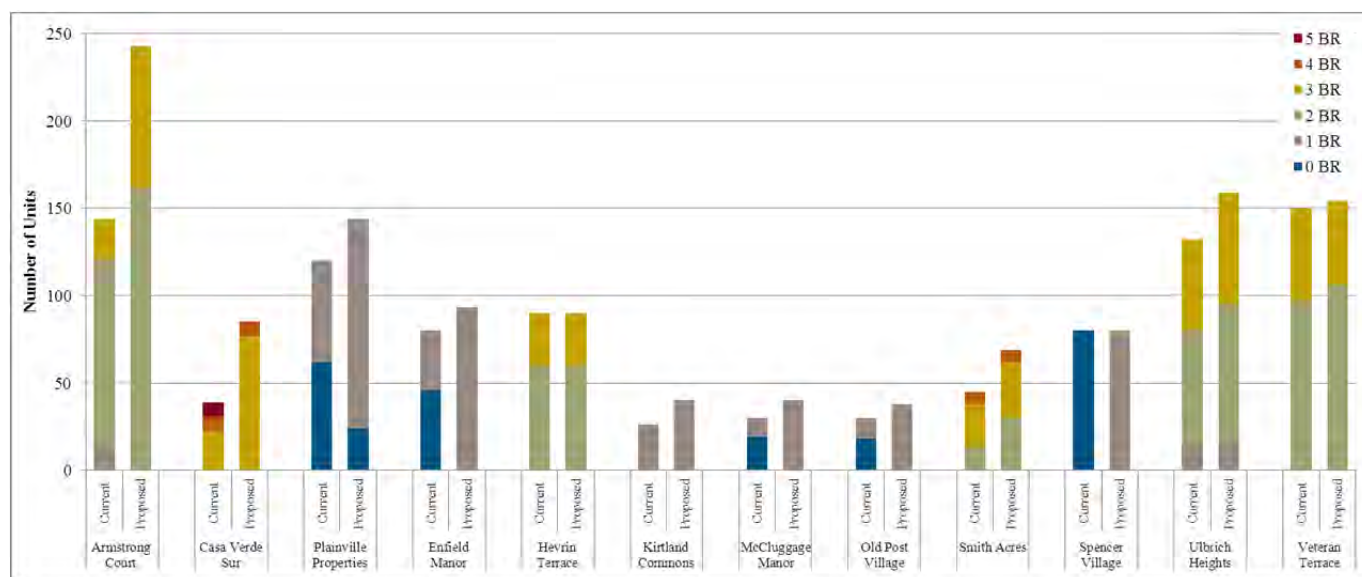


Recap developed a financial analysis for the recommended redevelopment option at each site. Each of the redevelopment studies was assumed to be a 9% LIHTC transaction and follow the same transaction year determined by their current critical capital needs. The financial analysis also used the property's current operating pro forma, but pro-rated it for the new development's

unit count and assumed significant savings to its utility and maintenance expenses. The redevelopment transactions were also generally modeled to assume that all of the current residents would have the right to remain in place or return to the property after redevelopment, and that the owner would implement income tiering over time. The highest income targeting structure used in the analysis comprised one-third of the units targets to households earning between 0% and 25% AMI, one-third 25% to 50% AMI, and one-third 50% to 60% AMI. Some income tiering structures reserved fewer units for the higher-income households. However, in order for the redeveloped property to produce positive net cash flow, the projections for two sites did maximum the income tiering potential, assuming one-third of the units in each income tier. The redevelopment of these two properties would require income mixing tenant protection subsidies to avoid permanent relocation of current residents, which was built into the projected needed operating subsidy. The remaining redevelopment model assumptions were the same as the assumptions described in *Chapter 4: Financial Modeling Methodology*.

As illustrated in Figure 35, the density of the sites generally stayed constant or went up, with an average total unit increase of 34% at each property. In addition, the redevelopment proposals adjust some unit sizes, for example, converting studios to one-bedroom units at the Plainville Properties, Enfield Manor, McCluggage Manor, Old Post Village and Spencer Village.

Figure 35: Comparison of Current and Proposed Unit Counts and Bedroom Breakdown in Each of the Redevelopment Proposals



As a whole, the redevelopment studies created an additional 269 units at the twelve properties and introduced significantly more units at the 25-50% AMI and 50-60% AMI income tiers. The table below aggregates the total current income mix and the proposed income mix for the twelve properties in the redevelopment study group.

Figure 36: Income Tiering Structure Reflected in the Redevelopment Plan Financial Projections.

Household Income Level	Current Income Mix	Proposed Income Mix	Increase / (Decrease)
0-25% of AMI	727	663	(64)
25-50% of AMI	210	311	101
50%-60% of AMI	29	261	232
	966	1,235	269

All of the redevelopment models assumed positive net cash flow for the length of the 20-year study period. On average, they net approximately \$1,100 per unit in income in 2023, one year after the completion of the revitalization investments. With this positive cash flow, the redevelopment properties can carry permanent mortgage financing of approximately \$24,700 per unit on average and leverage over \$200,000 per unit of debt, LIHTC equity, and other funds.

Due to the cost of new construction and significant renovation, the redevelopment study properties have a total development cost of \$283,000 per unit on average. They also need a significant amount of subsidy, averaging \$26,000 per unit in operating subsidy (primarily in the form of base rent subsidy to protect current residents), and \$75,000 per unit in transaction capital subsidy. However, with the offset provided by approximately \$8,300 per unit in recoverable cash flow, the total net subsidy needed for the redevelopment properties would be just over \$93,000 per unit. Figure 37, below, shows the average operating and capital subsidy needed for the redevelopment properties on a per unit basis. The redevelopment option costs significantly more than the rehabilitation scenario. Consequently, owners should only consider redevelopment plans if the current property is functionally obsolete or if there are very compelling reasons to pursue redevelopment.

Figure 37: Average Rental Assistance, Operating and Capital Subsidy Needs for Redevelopment Scenarios

	Rehabilitation Plan Per Unit	Redevelopment Plan Per Unit
Rental Assistance & Operating Subsidy		
Short-Term Tenant Protection RAP - Base Rent	2,755	23,349
Short-Term Tenant Protection RAP - Income Mixing	159	2,798
Operating Deficit Subsidy Needed	7,184	248
Total RAP and Operating Subsidy	10,098	26,395
Capital Subsidy		
Pre-Transaction Capital Subsidy Needed	25,078	69
Transaction Capital Subsidy Needed	14,276	75,292
Recoverable Cash Flow	(1,584)	(8,303)
Total Capital Subsidy	37,770	67,058
Total Subsidy Needed	47,868	93,453

Figures 38 & 39: Armstrong Court – Existing Site Relationships & Recommended Redevelopment Option



8. Policy Implications

This analysis has been designed to assess the capital investment needs of the portfolio, to test alternative implementation strategies and to make implementation recommendations to the State. It quantified basic needs and information about each site by conducting capital needs assessments and market studies and by compiling operating budget data and input from the owners about local priorities and conditions. The Recap team developed a site-specific property analysis for each property, which, when aggregated, present a picture of the capital and operating needs of the portfolio. These site-specific analyses should inform the State's planning for the portfolio as a whole and should stimulate the owners' planning for their individual properties.

Throughout the research process, Recap has been guided by four key objectives:

- Position the portfolio on a sustainable trajectory that allows each property to address its capital needs and, to the extent possible, be self-sustaining for the long-term;
- Protect current residents from economic displacement;
- Leverage as much non-State funding as possible; and
- Stretch the State's resource commitment for the greatest possible effect.

The aggregate figures indicate that the State's planned investment in the portfolio can, with leverage, address not only the 10-year needs, but also put the portfolio on a sustainable foundation for 20 years or more. The policy recommendations below refine and in some cases depart from the assumptions incorporated into the Capital Plan modeling to maximize the impact of the Governor's initiative.

The recommendations set forth below include short-term measures to prepare owners, residents and properties for the eventual recapitalization transactions and address interim needs; strategies and activities to meet the needs of the most at-risk properties; and the ultimate recapitalization transactions themselves, including the process for allocating resources. The Capital Plan also recommends that, over the coming year or two, the affordable housing community explore a series of policy changes to modernize the State-Sponsored Housing programs.

A. Short-Term Measures

The SSHP revitalization initiative is a 10-year effort and during this 10-year period, each property's capital needs will be addressed. Owners will need to take steps to prepare for recapitalization by engaging residents, adjusting property revenue streams, introducing measures to protect current residents and conducting predevelopment work to prepare for the ultimate transactions. In some cases, funding may be needed to address immediate capital needs at SSHP properties that will be recapitalized in the later years of the revitalization initiative. The State anticipates making some funds available for these needs. The short term measures necessary to begin implementing the plan, described below, include technical assistance, property revenue adjustments, resident protection initiatives and pre-transaction financial assistance to owners.

1. Technical Assistance. To address the range of skills and experiences of SSHP owners, the State will need to provide some owners with technical assistance to prepare for these

recapitalization transactions. Specifically, Recap recommends technical assistance with respect to:

- ***Resident participation in recapitalization planning.*** The owners are working to comply with the new resident participation statute (CGS Chapter 128 Section 8-64C – full text is provided in Appendix Q), but it is still a new practice for many. Over two-thirds of the owners indicated in the questionnaire that they need assistance or training on this subject.
- ***Project management of recapitalization transactions.*** Most owners of SSHP properties will need technical assistance regarding their recapitalization transactions. The SSHP owners self-report that less than 35% have managed a capital project larger than \$750,000. Over 87% of the transactions contemplated in this Plan have construction costs exceeding \$750,000. Only 15% of the respondents have closed a recent LIHTC transaction and only two owners indicated that they have professional real estate development or modernization staff. At the same time, over 51% of the owners indicated they would self-manage a large recapitalization project (in excess of \$500,000). State technical assistance should help owners become familiar with the relevant financing sources and strategies such as predevelopment funding sources, LIHTCs, CDBG, HOME, Federal Home Loan Bank Affordable Housing Program, weatherization, utility company rebates, or other state capital funding programs. Through this process, the State and each owner can explore the potential need for professional assistance and owners can decide whether they need a development consultant/financial advisor or perhaps even a developer partner to address investors' guaranty and LIHTC compliance requirements.
- ***Current program regulations.*** SSHP program rules include elements that are confusing or inconsistent with common affordable housing management practices. In the questionnaire, some owners cited regulatory requirements that in fact do not exist. Others indicated the use of property management practices inconsistent with regulations that do exist. The State should undertake a review of the regulations for potential modernizing changes and should work with the owners to identify any need for training with respect to regulatory compliance.
- ***Services for elderly and disabled housing.*** Since the operation and management of elderly and disabled housing poses unique challenges, technical assistance is needed to support the owners in providing the best service to their residents. A minority of owners have professional resident service coordinators to assist in these efforts and fully 20% of the owners place responsibility for service delivery on the executive directors of the organization. The owner community, through the questionnaire, expressed a variety of concerns regarding the operating and management of these communities and asked for greater support regarding referral resources, service strategies and operational best practices to manage elderly, disabled and mixed-aged communities would be a useful contribution in response to these relatively wide-spread concerns.

2. Adjust Property Revenue

Two-thirds of the owners currently report periodic operating budget shortfalls and an analysis of the portfolio properties' reported operations indicates that approximately half of the properties in

the study group are projected to have a negative NOI within two years. While many owners are able to adjust operating expenses to cover the current deficits, a significant number report using non-sustainable methods such as drawing from other organizational resources, deferring capital or maintenance investments, or drawing from their RM&R reserves. Applying standard affordable housing trending assumptions, most of the portfolio is not sustainable over a 20-year time horizon without a significant revenue adjustment.

Some owners may be able to reduce expenses to delay the problem, but the long-term sustainability of the portfolio can only be achieved by increasing revenue – by increasing the rent paid by tenants or by increasing the rental assistance provided by the State. The State, under Governor Malloy’s revitalization initiative, anticipates making incremental annual increases of \$1.5 million over a 10 year period in the budget appropriations for RAP subsidies, which will result in the addition of approximately 1,500 units receiving new long-term rental assistance payments by 2022. This commitment will have a significant impact on the operating revenue needs of the portfolio but these additional RAP resources alone are insufficient to put the portfolio as a whole on a self-sustaining trajectory.

Given limited subsidy resources, the long-term sustainability of the portfolio depends in part on increasing the rental revenue paid by tenants. The current rent-setting framework requires tenants to pay the greater of (a) the base rent set by the property owner (subject to the approval of CHFA or DOH, as applicable) and (b) an established maximum percentage of the tenant household’s income. Today, in part due to low base rents, SSHP properties serve some of the lowest-income households in the State. Increasing the base rent for some or all units would increase revenue while still serving a low income population. Such changes would, however, reduce the number of extremely low income households who would be served by the portfolio.

The site-by-site property analyses identify the number of households who would be impacted by a rent-increase-only solution to increase revenue and the annual subsidy which would be needed under a subsidy-only solution. Recognizing that each approach has drawbacks, Recap has recommended a blend of the two alternatives. Specifically, Recap recommends that the State:

- Establish a standard formula for calculating base rents for all SSHP properties based on local income and rent levels, (for example the greater of a) the current base rent or b) 30% of the adjusted gross income of a household at 30% of AMI for the applicable household size, provided these levels do not exceed the local market as indicated in the market studies).
- Permit property owners to phase-in rent increases to prevent dislocation of current residents. For example, while new residents would be expected to pay the full base rent, a current household’s rent increases might be limited to the greater of \$10 per month or 10% annually.
- Engage with the owners of properties receiving ERAP subsidies regarding the potential to consolidate ERAP subsidies on fewer units in order to increase the base rent levels.
- During transaction underwriting or at other appropriate times identified by the State, identify sites appropriate for allocation of new RAP subsidies.

This blend of measures, focusing on gradually increasing revenue to the properties, should be implemented so that sufficient rental revenue is in place when lenders and investors are underwriting recapitalization transactions. The phase-in structure described here is different from the assumption captured in the financial projections for each site, which assumes that all units immediately adjust to the new base rent calculation. The phase-in is a critical assumption, as it significantly reduces the need for tenant protection operating subsidy when compared to an abrupt change to a new base rent calculation, either now or at the time of a recapitalization transaction.

3. Protect Current Residents

To facilitate recapitalization transactions that maximize leverage, owners will need to fully implement base rent adjustments and any proposed income tiering structure at a property prior to a transaction closing. For properties with transactions in the next few years, however, this precludes the phase-in structure described above. To prevent any economic displacement of current residents and to make recapitalization transactions feasible whenever possible, Recap recommends that the State:

- Encourage public housing authorities to project-base some of their Section 8 housing choice voucher authority to provide additional revenue to their sites and to protect the lowest income residents from rent increases. According to the owner questionnaire, 35% of the owners in the portfolio administer or are ultimately responsible for Section 8 housing choice vouchers and 79.4% of these owners indicated that they might consider project-basing some of these vouchers as part of a rehabilitation plan for their SSHP properties.
- Make a concerted effort to encourage residents of SSHP properties to join the waitlist for mobile RAP certificates.
- Explore the potential to create short-term, renewable 1-year project based RAP contracts under the annual SSHP RAP budget authority.²² Such a short-term RAP contract would provide a tenant protection mechanism to boost the owners' revenue while permitting current residents to remain in place. When the tenant moves out or the tenant is otherwise able to pay the increased base rent or income tiered rent without subsidy, the RAP contract would terminate and the RAP budget authority would return to the State for use elsewhere in the portfolio.²³

²² Since some residents of SSHP properties appear to be paying a base rent below 30% of their household income, the State may want to provide for incremental rent increases from the current base rent up to the standard RAP tenant contribution in these short-term RAP contracts.

²³ In the financial projections, the tenant protection operating subsidy mechanism was presented as two distinct subsidies in order to disaggregate the effects of the modeling assumptions – a Base Rent Tenant Protection Operating Subsidy and an Income Mixing Tenant Protection Operating Subsidy. However, these are fundamentally serving the same purpose and can be combined for implementation purposes.

4. Provide Pre-Transaction Capital Subsidy

For the properties that are anticipated to have a transaction year after 2018, some interim capital needs may need to be addressed prior to the transaction. Recap recommends that the State:

- Establish a capital subsidy program pursuant to which owners can apply for soft loan funds to cover critical capital needs during the interim period until the anticipated transaction is implemented.
- Consider whether to provide these funds on an “as-needed” or on a formula basis. The financial model used in this Capital Plan assumed allocation of funds as-needed, which requires considerable due diligence and oversight by the State. Under a formula-funding scenario, owners would receive a predetermined amount per unit, which would be more predictable for owners and simpler for the State to administer. The average critical capital needs per unit per year across the study group is \$473. The State could also consider a hybrid approach, providing a formula based minimum, such as \$350 per unit per year, while allowing owners to apply for additional funds if they can demonstrate particularly acute needs.
- Document the distribution of funds as a soft loan, with repayment due from a portion – potentially 50% - of any positive net operating income. The outstanding soft loan debt would be subordinated to new debt financing at the time of a recapitalization transaction.

B. Assisting Properties At-Risk of Sustained Operating Deficits

Seventy properties in the portfolio cannot become financially self-sustaining without individualized review and financial restructuring of their operating revenue and/or expenses. Most of these properties are projected to have negative net operating income within three to five years and are unable to address their revenue needs through base rent adjustments or income tiering. Unaddressed, the future operating deficit issues will make a recapitalization transaction impossible or exceptionally expensive. These 70 properties include the 52 “At-Risk Current Scenario” properties as well as the 18 properties which would have been “At-Risk Current Scenario” properties in the absence of the new RAP subsidies which the financial models allocated to the properties for purposes of analysis.

Recap recommends that the State assign a team to work closely with the owners of each of these properties to examine the current revenue stream, revenue potential, operating expenses, capital needs and potential for new rental assistance payments to make the property sustainable. As illustrated by the 18 properties converted from “At-Risk Current Scenario” properties to recapitalization transaction properties with the addition of RAP subsidies, all of these at-risk properties can be successfully restructured. In particular, Recap recommends that the State and the owners of these at risk properties examine:

- The impact of increased base rent levels on overall revenue;
- The potential for adjustments in operating expenses; and

- The potential to allocate additional rental assistance subsidies to the property. The new RAP contracts would typically offer a payment standard which is higher than the unsubsidized rents paid by current tenants. The State should award project-based RAP contracts based on the number of units required to achieve a sustainable positive net operating income. The State may want to consider awarding slightly more than the minimum number of RAP subsidies required for long-term sustainability to provide a buffer against unexpected events and to permit some third party debt leverage and debt service coverage.

Recap also suggests that the State focus its property-specific review first on those properties with the greatest cumulative (20-year) operating deficit per unit. This approach allows the State to focus on those properties which, over time, pose the greatest risk either to State resources (in the form of requests for assistance) or to the properties themselves (in the form of deferred maintenance), without disadvantaging the smaller SSHP properties.

The 70 properties at risk of sustained operating deficits are listed in Appendix R, sorted according to their cumulative operating deficit per unit. These properties represent a total of 4,980 units. Extrapolating from the Millbrook Village case study described in Section B(3) of *Chapter 6, Aggregate Capital Plan Financial Analysis*, Recap estimates that 7-10% of the units at each property would need to receive new RAP assistance to be minimally sustainable and perhaps 15-20% of the units (750-1,000 units) would need such assistance to leverage significant third party debt. With the rental assistance currently contemplated, the State should be able to facilitate transactions at all of these 70 properties.

Given the value of the RAP contracts to properties in the portfolio, the State will also need allocate RAP certificates to properties that are not listed in Appendix R. In the context of such allocation, the State should seek opportunities to use RAP subsidies to protect extremely low income households, extremely rent-burdened households, projects that need additional revenue to facilitate leveraged recapitalization transactions and other strategic uses of RAP subsidies.

With structural reform to their operating revenue – from base rent adjustments, income tiering, additional project-based RAP subsidies or other measures – and any necessary adjustments to operating expenses, these 70 properties should be able to project long-term sustainability and consequently should be viable for regular recapitalization transactions.

C. Mutual Housing and Limited Equity Co-Operatives

Although the review of the 21 limited equity co-operatives and the one mutual housing property in the study group was limited due to the lack of sufficient operating data, it is clear that these properties will also need individualized attention. These 22 properties are particularly disadvantaged as they are not eligible to access the resources – such as LIHTCs – which are available to rental properties. As the State works individually with each owner, the State and the owners may want to consider options such as:

- Providing technical assistance and training on co-op budgeting, operations, governance and long-term planning;²⁴
- Consolidating co-ops that are in close proximity into a single association to be able to support a third party property management agent or other measures to reduce operating expenses;
- Converting to affordable housing condominium structures which may be easier and less expensive to operate;
- Maintaining minimum requirements for replacement reserve deposits and resident housing payments;
- Subsidizing housing payments on the Section 8 homeownership programs model or, if converted to rental or rent-to-own, providing rental assistance payments; and
- Converting limited equity co-operatives and mutual housing properties to rental or rent-to-own properties to be able to access LIHTCs.

D. **Recapitalization Transactions**

The measures described above are intended to ensure that as many properties as possible have the operational sustainability required to implement a recapitalization transaction which leverages third party resources and stretches the State's scarce resources.

1. *Consolidating Properties*

There are significant advantages to scale in recapitalization transactions. Costs, such as legal fees, can be minimized on a per unit basis in larger transactions. In addition, some resources, such as LIHTC equity, are only available if the transaction exceeds a minimum size. To maximize the potential for debt or equity financing in each recapitalization transaction and to reduce transaction costs, Recap recommends that the State:

- Encourage owners to cluster similar properties into groups for purposes of financing, cross-collateralization, post-closing ownership by a single-purpose-entity subsidiary, and consolidated reporting to CHFA.
- Explore the possibility of allowing properties currently regulated under different programs to be released or subject to a common set of rules and regulations so that post-

²⁴ The owner questionnaire responses from co-op owners indicate that in most cases they have little to no organizational staff, they self-manage the properties, they have minimal experience with large construction projects and they perceive current resident housing payments to be adequate and appropriate to cover the cost of operating the property. The capital needs assessments, however, indicate that these properties have significant capital needs – either deferred or anticipated in the next several years. Consequently, the co-ops may need assistance to plan for these pending challenges.

transaction operations and regulatory compliance is easier when the properties are incorporated into a single LIHTC transaction.

- Consider creating incentives in the prioritizing of competitive funding applications for properties that have consolidated into groupings, with progressively greater benefit for groupings of 26 or more, 51 or more and 76 or more units.
- Support owners that want to form joint ventures with shared ownership of a pool of geographically clustered properties to syndicate the cluster of properties in a single LIHTC transaction.

2. Maximizing LIHTC Leverage

Equity investors typically look for transactions involving significant investment sizes to warrant the time, effort, and transaction costs associated with an LIHTC transaction. However, many properties or clusters of properties in the portfolio are small by the standards of most tax credit investors. To maximize third party LIHTC investment, Recap recommends that the State:

- Provide technical assistance with LIHTC development and compliance issues and technical assistance around the advantages and disadvantages of partnering with experienced non-profit or for-profit developers;
- Research the efficacy of using some of the State's capital funds to establish a credit-enhanced equity fund. Such a fund would mitigate the sponsor liquidity, net worth and guaranty requirements which can prevent some owners from participating in the LIHTC market.
- Research the efficacy of selecting a small pool of syndicators for purposes of developing standardized and easily replicable deal terms, rates, conditions, ownership structures and transaction documents to minimize transaction costs.

While these are not the only potential solutions, the twin challenges of transaction scale and owner experience will determine whether the owner community can secure \$400 million in debt and equity investment, as reflected in the Capital Plan financial model. Currently, only 8% of the properties in the study group have 76 units or more and most of the owners are new to the LIHTC. The financial model used relatively aggressive assumptions about the ability of these properties to access 4% LIHTC equity leverage – assumptions which will require measures such as those described above to address the scale and experience issues.

3. Allocating Funds

To cover the portfolio's 20-year needs, the State will need to stretch its capital funding with debt and equity investment, as indicated in the site-specific transaction recommendations. However, Recap also recognizes that these transaction recommendations will be revised over the next 10 years as new information becomes available. The transaction type and transaction year projections serve as a starting point for discussions between portfolio property owners and the State. Owners may ultimately develop different transaction structures and should retain ultimate

control over whether they want to participate in any particular program. An application process – even a streamlined one – can be a useful vehicle to organize this conversation among each owner, CHFA and DOH.

a. Funding Availability

The State currently contemplates investing \$300 million in the portfolio between FY2013 and FY2022, distributed evenly at \$30 million per year. The FY2013 funds and approximately \$20 million of the FY2014 funds have already been awarded.

Recap recommends that the State allocate both the \$10 million remaining from the FY2014 appropriation and the \$30 million in the FY2015 appropriation during the 2014 calendar year. Recap also recommends that the State allocate the new RAP authority as quickly as possible. Rapid allocation of funds reduces the need for Pre-Transaction Capital Subsidy and increases the potential to leverage debt and LIHTC equity across the portfolio as a whole. Funding for each fiscal year should be allocated at the earliest opportunity so that the closing of recapitalization transactions, allocation of RAP authority and disbursement of funds occurs at the beginning of the applicable fiscal year. Advance planning and certainty over which properties will be funded over the next few years will also assist CHFA and DOH in focusing their technical assistance efforts.

b. Application Processes

In the recapitalization transactions themselves, most of the sources of funds which an owner might access are pre-existing. For example, an owner might apply for HOME or CDBG funds or might plan energy conservation measures that are eligible for utility company rebates. Assuming the at-risk properties are restructured to be viable recapitalization transactions, roughly two thirds of the transactions will involve first mortgage from established sources, such as CHFA, FHA lenders or commercial first mortgage lenders. The only new financing structure associated with the recapitalization transactions themselves is the State's capital funding. Recap recommends that the same process be applied regardless of whether the transaction capital subsidy is associated with a Recoverable Grant transaction, a Debt Only transaction or an LIHTC transaction.

1) Eligibility

In determining eligibility to apply for the transaction capital subsidy in any particular funding round, CHFA and DOH need to balance the simplicity of following the Capital Plan recommendations with the potential to incorporate new information, such as refined financial projections and alternative transaction approaches. Since this Capital Plan determined each property's transaction year based on a review of the capital needs within each property's critical building components (roof, structure, HVAC, etc.), Recap recommends that competitive funding round eligibility should allow for flexibility to reflect new information. Specifically, Recap recommends that, in each funding round, CHFA and DOH invite funding applications for:

- Any property identified in the Capital Plan as a Recoverable Grant transaction, a Debt-Only transaction or a 4% LIHTC transaction with a projected transaction year up to and

including the year after the funding round's fiscal year. In other words, for the funding round to allocate FY2015 funds, properties with transaction years through 2016 would be automatically eligible to submit an application.

- Any property identified as at-risk for sustained operating deficits on Appendix R for which RAP certificates have been allocated as part of an individualized State review.
- Any Limited Equity Co-operative or Mutual Housing properties which have been restructured.
- Any property which has critical capital needs through the year after the funding round's fiscal year which capital needs exceed \$15,000 per unit, as documented by an independent third party capital needs assessment performed by a CHFA-approved vendor.
- Any property applying for 9% LIHTCs if the State has not specifically reserved a portion of the State capital funds for portfolio properties that receive an award of 9% LIHTCs.

The first three of these eligibility criteria track the projections and policy recommendations reflected in this Capital Plan report and are intended to streamline State review and the owner's application process if they meet one of these criteria. The final two eligibility criteria create the opportunity for an owner to demonstrate a compelling vision or an urgent need for State capital fund assistance.

2) Threshold Criteria

In presenting their applications for review, portfolio owners should comply with threshold requirements, such as the following.

- Each applicant should have a qualified development team in place at the time of application.
- Each applicant should identify the proposed transaction structure (Recoverable Grant, Debt-Only, 4% LIHTC or 9% LIHTC) and the amount of funds requested.
- Each applicant should submit an up-to-date capital needs plan, prepared consistent with the parameters of a green capital needs assessment to take advantage of the long-term benefits of energy efficiency options.
- Each applicant should submit copies or excerpts of key due diligence investigations, particularly environmental due diligence, to minimize the potential for major cost increases after funding award.
- Each applicant should submit key underwriting documents, including, for example, a development budget with sources and uses and a 20-year operating pro forma.
- Each applicant should demonstrate that base rents have been raised to the State's proposed new standard or should offer an explanation as to why such standard cannot be

met or should be phased in over time. If the Capital Plan models projected income tiering and the owner determined not to pursue that option, the threshold criteria should include a justification for that decision.

- The operating pro forma should demonstrate positive NOI for at least 20 years with 2% and 3% income and expense trending.
- Given the Capital Plan's goal of making the portfolio self-sustaining over a longer-term horizon so that the need for future State capital is minimized, CHFA and DOH may want to consider whether to require projects to be underwritten to provide for a minimum positive replacement reserve balance at the end of 20 years. The Capital Plan projections were based on a model in which the properties would arrive at the year 2032 with well-funded replacement reserves, which preclude the need for a new revitalization initiative in 20 years.
- If the applicant is requesting more subsidy than the Capital Plan projects, the application should include a justification for this increased need,

3) Prioritizing

Recap recommends a more nuanced approach for prioritizing applicants for funding than was used in the Capital Plan financial model, and recommends that CHFA and DOH develop a priority system which considers:

- The property's critical capital needs per unit through the year after the fiscal year associated with the funding round;
- The extent of resources from third parties (i.e., HOME, CDBG, FHLB Affordable Housing Program funds, local funds, utility company rebates, philanthropic dollars, etc.) and/or resources from the owner (i.e., reserves, retained earnings from other properties, Section 8 housing choice vouchers, etc.) which are committed to the transaction;
- The amount of capital subsidy per unit requested, with lower amounts receiving a higher priority.
- The owner's readiness to proceed, as evidenced by the presence of a qualified development team, drawings, financing plan and other standard funding requirements.²⁵

²⁵ Recap was careful not to disadvantage owners with limited capacity in the timing of resource allocation recommendations, as every owner wants to access these resources as soon as possible. However, the questionnaire responses indicate that the transactions contemplated by the Capital Plan exceed most owners' experience. In years other than the first year or two of implementation, all owners will have ample time to take advantage of technical assistance and assemble a transaction team with sufficient capacity to implement the plan. During the first two years, however, the capacity issue is more significant. In part as a response to this issue and in part to jump-start the transactions, Recap has assumed that the FY2014 and FY2015 awards are made substantially concurrently, with

c. Amount of Award

The amount of the transaction capital subsidy award should be based on the financial projections presented by the owner in the application. CHFA and DOH should apply their standard underwriting procedures to ensure that funding awards are the minimum amount needed to close the gap in each recapitalization transaction.

d. Terms and Documentation

The transaction capital subsidy should be documented as a subordinate soft loan. The terms of the subordinate soft loan should include:

- A principal amount documented in the soft loan note equal to the full amount of the subsidies provided, including capital transaction subsidies, the pre-transaction capital subsidies and any direct operating deficit subsidies (not rental assistance payments);
- A repayment obligation such that 50% of any positive net operating income at the property is paid to the State as debt service on the soft loan note. The debt service would be paid only from available cash so the obligation does not burden the property;
- Other terms of the note, such as maturity and interest rate, based on CHFA's and DOH's standard soft debt practices;
- A mortgage securing the note, with standard subordinate financing terms;
- A long-term use restriction recorded as a lien on the property ensuring the long-term affordability of the property and, to the extent possible, simplifying the applicable regulatory requirements; and
- A replacement reserve requirement appropriate under the circumstances.

E. **Summary of Subsidy Uses**

The State's capital funding should be divided into three categories: 1) technical assistance and predevelopment funding, 2) interim pre-transaction capital subsidies, and 3) transaction capital subsidies. On the operating side, the new RAP authority should be used primarily to supplement revenue at properties facing the risk of sustained operating deficits and to protect residents from economic displacement caused by base rent increases or income tiering. Short-duration RAP contracts could protect residents until the tenant vacates the unit or no longer needs the subsidy. These policy recommendations seek to effectively deploy the State's funding commitment to recapitalize the portfolio and to provide a more sustainable trajectory for the properties in the portfolio. Figure 40 summarizes a few of the key funding allocation recommendations and references how the recommendations relate to the assumptions in the financial model.

capacity being used as a measure to allocate awards between these two fiscal years. However, capacity was not used as a filter to determine which properties would be funded in these two years.

Figure 40: *Comparison of Forms of Assistance by Activity.*

Activity	Proposed Assistance or Support	Financial Model Projection
Technical Assistance	Direct State expenditure	Not specifically identified
	Predevelopment grants for consulting services, third party due diligence reports, etc.	Not specifically identified
Tenant Protection	Short-Term Project-Based Tenant Protection RAP Contracts which are not renewed after the current tenant vacates the unit or no longer needs it	Base Rent (Tenant Protection) Operating Subsidy, Base Rent (Current RAP) Operating Subsidy and Income Mixing Operating Subsidy
Pre-Transaction Assistance	Pre-Transaction Capital Subsidy	Pre-Transaction Capital Subsidy
Properties Needing Negotiated Solutions (At-risk, co-op and mutual housing properties)	Project-Based RAP Contracts sufficient to make properties viable for standard project funding structures (see below)	Current Scenario Capital Subsidy and Operating Deficit Subsidy
Recapitalization Transactions (Recoverable Grant, Debt-Only, 4% LIHTC, 9% LIHTC and restructured “at-risk” properties)	Transaction Capital Subsidy in the form of subordinate soft debt	Transaction Capital Subsidy
“Stable Current Scenario” Properties	No funding needed	No funding needed

F. Programmatic Policy Issues

Recap has also identified a series of recommendations that address the structure of the State's affordable housing programs, addressing issues such as RAP program changes and the migration of properties from one affordable housing regulatory structure to another.

1. Congregate Housing Subsidies

As stated previously, many portfolio properties receive inadequate rental revenue to cover the true cost of operations. In some cases, this problem is acute among properties with congregate assistance since under the congregate program rental revenue is functionally capped by available State appropriations. As congregate housing is a specialized type of affordable housing, Recap anticipates that these properties will require highly tailored solutions to increase revenues to the extent necessary without reducing the funding necessary for the services package. Recap recommends that the State explore options to address the specific capital needs of congregate program properties in the portfolio, including reaching out to relevant stakeholders. The options may include the concepts listed below.

- The simplest, but not necessarily achievable, solution would be to increase congregate program appropriations.
- The State may want to consider legislative changes to the formula that is used to determine the percentage of income residents pay to live and receive meals and services at congregate properties. Any changes to the formula would need to balance the property's need for sufficient revenues with the need to ensure that residents are not financially overburdened.
- The State may want to consider legislative changes to ensure that the rental portion of the congregate housing revenue is sufficient to cover the property operations without diverting funds away from the services portion of the congregate budgets. In conjunction with such changes, the State might consider providing a portion of the new RAP subsidies to support some of the units.
- The State may want to consider legislative or regulatory changes to permit RAP subsidies to overlay on top of the subsidy already provided to congregate units, thereby increasing property revenue.

These are simply a few possible options the State may explore. Due to the complexity of the issues, the Capital Plan does not propose a single solution for the sustainability challenge at the congregate properties.

2. Services Funding

While there is always need for additional social service support in affordable housing properties, the owner feedback indicates that the need for additional services for individuals with disabilities is especially acute. Recap recommends that CHFA or DOH conduct additional research to determine whether this population is being appropriately served.

3. Shifting the Properties to Other State-Administered Regulatory Frameworks

Each of the programs under which portfolio properties were constructed or subsequently renovated imposes a particular regulatory framework. For example, residents' eligibility for lease renewals expires at 160% of AMI under the Affordable Housing Program and at 125% of AMI under the Moderate Rental Program. In some cases, these differences impose a management burden on owners with properties under different programs and a regulatory oversight burden on the State.

These differences may increase the potential for accidental non-compliance. Some of the regulatory differences may also create hurdles for the consolidation of properties into larger-scale recapitalization transactions, potentially inhibiting the ability to achieve the third party leverage necessary to implement the 20-year version of the revitalization initiative.

Identifying all of the regulatory and statutory differences among these programs and between these programs and other State or Federal affordable housing programs would require a significant investment of time and energy. The statutory revisions and subsequent regulatory revisions to bring each program in line with a common framework would also require significant effort. Recap recommends that the State explore the feasibility and desirability of using the recapitalization transactions as an opportunity to shift portfolio properties out of these programs altogether and into a simpler, universal program.

4. Potential Specific Regulatory Reforms

If the State determines not to shift each property out of the program under which it was initially constructed or otherwise brought into the portfolio, Recap recommends that the State explore a comprehensive modernization of the program regulations for each of the applicable programs. This Capital Plan does not attempt to identify each regulatory reform which might be appropriate, although a number of ideas were presented by the owners in the questionnaire responses. Recap recommends that the State consider regulatory reforms such as the following:

- Simplification of the current occupancy selection process;
- Establish consistent program rules around income eligibility for initial occupancy and for the loss of eligibility at lease renewal, bringing the program rules in line with each other and with standards used by other affordable housing programs; and
- Eliminate the requirement to return security deposits after 1 year of occupancy.

These are just a few examples of regulations worth studying for potential reform if the State decides to modernize these programs individually. Additional examples can be drawn from the owner questionnaire results and from more in-depth discussions with the owner community.

5. Partnering for Greater Efficiency

Increasingly, non-profit, for-profit and housing authority owners are addressing the realities and challenges of operating small rental housing portfolios by developing a variety of formal as well as informal partnering relationships. Recap suggests that the SSHP owners may want to explore

ways to develop such partnerships – or deepen existing partnerships – to achieve greater efficiencies of scale and expertise. Examples of such partnerships could include purchasing cooperatives, shared staff and joint ventures in which two organizations combine their properties in a single transaction with shared ownership by both organizations. Recap recommends that, to the extent portfolio owners pursue such collaborations, the State support such efforts where they promote efficiency and serve the needs of residents.

9. Next Steps

With the completion of this planning process, the focus of the revitalization effort now turns to implementation. CHFA and DOH have already launched several interim measures, including financing new recapitalization transactions, predevelopment funding awards, and the procurement process for technical assistance providers. The State has committed approximately \$48 million to these efforts. At this point, Recap recommends that CHFA and DOH focus on the following tasks to be completed within the next year to fully launch the revitalization effort.

- Launch technical assistance efforts with respect to current program regulations, service programs, resident participation, recapitalization transaction planning and project management;
- Establish a consistent method to calculate minimum base rents for new residents based on local income and rent levels, and within existing program parameters;
- Work with portfolio property owners to begin raising rents incrementally so that over time sustainable rent levels can be achieved without dislocating current residents;
- Encourage owners to consider project-basing a portion of Section 8 Housing Choice Voucher authority where appropriate and assist owners who choose to do so with regulatory guidance on the process;
- Explore the creation of short-term project-based RAP contracts as a tenant protection mechanism;
- Establish a pre-transaction capital subsidy program;
- Provide technical assistance and begin financial planning discussions with the limited equity co-operatives and the mutual housing association in the portfolio;
- Begin individual property reviews with the owners of the properties listed in Figure 41 (and eventually the remaining properties listed on Appendix R), examining structural changes in income and expenses to avoid future operating deficits and allocating RAP contracts if necessary to establish sustainable property budgets;
- Prepare and issue a notice of funding availability for capital subsidies appropriated through FY2015;
- Encourage the owners of the properties listed in Figure 42 to apply in the first round of capital funding;
- Explore the potential to shift portfolio properties out of existing programs in conjunction with recapitalization transactions, and
- Begin planning for any legislative action to be proposed in the 2014-2015 legislative session, including convening and canvassing all relevant stake holders.

Figure 41: *Twenty Top Priority Properties for Individualized Review, as determined by the Extent of Their Operating Deficit Subsidy Need.*

#	CHFA Number	Municipality	Development Name	# of Units
1.	77004D	Brooklyn	Tiffany Place	27
2.	90116D	Stamford	Wormser Congregate	40
3.	95056D	Thompson	River Mill Village (fka Three Rows)	53
4.	85011D	Brookfield	Brooks Quarry	35
5.	96083D	Norwalk	Ludlow (Commons) Square Congregate	44
6.	85054D	Fairfield	Trefoil Court	30
7.	94056D	Marlborough	Florence S. Lord	24
8.	85129D	New London	Gordon/Riozzi Courts	80
9.	85131D	North Branford	Hillside Terrace & Extension	60
10.	85016D	Colchester	Dublin Village & Annex & Poneman Village	70
11.	85005D	Branford	Parkside Village I & II	90
12.	99012D	Greenwich	Hill House	38
13.	85130D	New London	G. Washington Carver Building	130
14.	91071D	Glastonbury	Herbert Clark House	45
15.	92071D	Ridgefield	Prospect Ridge Congregate	34
16.	04002D	New Britain	Security Manor	50
17.	91242D	Vernon	Francis J. Pitkat Cong	43
18.	85060D	Greenwich	Armstrong Court	144
19.	91135D	Milford	Alberta Jagoe Commons, C. McKeen Village I & II, DeMaio Gardens	135
20.	84001D	Plainville	Center View Manor, Sunset Village & Woodmoor Village	120

Figure 42: Properties Proposed to be Automatically Eligible to Apply for the First Round of Transaction Capital Subsidy Awards

#	CHFA #	Municipality	Development Name	# of Units	Transaction Year	Transaction Scenario
1.	85008Z	Bristol	Zbikowski Park	90	2014	4% LIHTC
2.	77004D	Brooklyn	Tiffany Place	27	2014	4% LIHTC
3.	85051D	Essex	Essex Court	36	2014	4% LIHTC
4.	85057D	Glastonbury	Center Village	50	2014	4% LIHTC
5.	85061D	Greenwich	Town Hall Annex	28	2014	CHFA/FHA
6.	91080D	Hartford	96-98 Martin Street	6	2014	Recoverable Grant
7.	94054D	Manchester	Westhill Gardens	37	2014	4% LIHTC
8.	85131D	North Branford	Hillside Terrace & Extension	60	2014	4% LIHTC
9.	95094D	Norwalk	16 School St	34	2014	CHFA/FHA
10.	85136D	Norwalk	Colonial Village	200	2014	CHFA/FHA
11.	85138D	Norwich	Hillside Terrace	118	2014	4% LIHTC
12.	97055D	Old Lyme	Rye Field Manor	39	2014	4% LIHTC
13.	92077D	Stamford	Parkside Gables	69	2014	4% LIHTC
14.	95056D	Thompson	River Mill Village (fka Three Rows)	53	2014	Recoverable Grant
15.	91242D	Vernon	Francis J. Pitkat Cong	43	2014	4% LIHTC
16.	90133D	Waterbury	Liberty Hall Apartments	16	2014	Recoverable Grant
17.	85224D	Windham	Eastman Curran Terrace	78	2014	4% LIHTC
18.	86001D	Bethel	Reynold's Ridge 133	40	2015	4% LIHTC
19.	85004D	Bethel	Reynold's Ridge 166	40	2015	4% LIHTC
20.	91009D	Branford	Ivy Street Apartments	29	2015	4% LIHTC
21.	85032D	East Hampton	Bellwood Court & Chatham Acres	70	2015	4% LIHTC
22.	85064D	Groton	Pequot Village I & II	105	2015	4% LIHTC
23.	94021D	Hartford	Wooster Street (fka Summers Square)	9	2015	Recoverable Grant
24.	85120D	New Haven	Beechwood Gardens	82	2015	Recoverable Grant
25.	85145D	Plainfield	Sunny Acres	40	2015	4% LIHTC
26.	85148D	Plymouth	Gosinski Park	60	2015	4% LIHTC
27.	77026D	Ridgefield	Ballard Green	60	2015	4% LIHTC
28.	85158D	Seymour	Castle Heights & Hoffman Heights	36	2015	4% LIHTC
29.	85161D	Shelton	Devaux Apartments	40	2015	CHFA/FHA
30.	85179D	Stamford	Lawnhill Terrace	206	2015	4% LIHTC
31.	88049D	Suffield	Broder Place, Laurel Court & Maple Court	70	2015	4% LIHTC
32.	95124D	Washington	Dodge Farms	14	2015	Recoverable Grant
33.	85227D	Windsor	Millbrook Village	60	2015	4% LIHTC
34.	85020D	Danbury	Coal Pit Hill, Fairfield Ridge, Mill Ridge & Extension	290	2016	4% LIHTC
35.	85031D	Derby	Cicia Manor, Lakeview Apartments & Stygar Terrace	106	2016	4% LIHTC

36.	85042D	Enfield	Green Valley Village	84	2016	4% LIHTC
37.	85043D	Enfield	Laurel Park	90	2016	4% LIHTC
38.	91099D	Hartford	Jackie Schaffer Apartments	10	2016	Recoverable Grant
39.	77014D	Hartford	Ward / Affleck	14	2016	Recoverable Grant
40.	85158Z	Seymour	Smith Acres & Extension	45	2016	4% LIHTC
41.	85172D	South Windsor	Wapping Mews	30	2016	CHFA/FHA
42.	85186D	Thomaston	Green Manor	62	2016	4% LIHTC
43.	85208D	Wallingford	McGuire Court	50	2016	4% LIHTC
44.	85207D	Wallingford	South Side Terrace	40	2016	CHFA/FHA
45.	85224Z	Windham	Terry Court	68	2016	4% LIHTC

10. Conclusion

Recognizing the need for attention on the portfolio, Governor Dannel P. Malloy proposed a \$300 million investment over 10 years to address the SSHP properties' capital needs. He also proposed annual incremental increases of \$1.5 million in funding for RAP subsidies, which is expected to support approximately 1,500 additional households by 2023. The Legislature endorsed this program by appropriating funds for the first three years of the effort so far.

This research revealed that the proposed investment successfully addresses the portfolio's 10-year needs. Further, if paired with an aggressive effort to leverage this investment with debt and LIHTC equity investments, the 10-year investment can cover the portfolio's 20-year needs and to ensure the long-term sustainability of properties thereafter. This Capital Plan provides recommendations designed to help the State achieve this longer-term vision. It provides a roadmap to recapitalized physical structures, modernized program rules, sustainable operating budgets, reserves for future capital needs, residents confident in their ability to remain in their homes and properties that will serve low income families long into the future. The core principles governing this roadmap are to protect the current residents from being displaced, to maximize affordable housing opportunities for Connecticut's lowest income households and to ensure operational sustainability and the accumulation of reserves to address future capital improvements.

The full 20-year costs total \$700 million and Recap has identified reasonably achievable ways to access \$400 million in debt and equity investments to combine with the Governor's \$300 million capital funding and incremental RAP funding. Success requires that the State:

- Address operating deficit issues through revenue adjustments, strategic allocation of the RAP subsidies and other measures developed in property-specific negotiations with the owners;
- Maximize debt and LIHTC equity investment and use State capital funds as minimally necessary to balance recapitalization budgets;
- Provide the technical assistance and capacity support to make the recapitalization effort successful; and
- Review and, where appropriate, modernize the statutory and regulatory framework under which the properties are expected to operate.

The SSHP properties are important resources for low-income households across the State and Governor Malloy, supported by the Legislature, has demonstrated his financial commitment to these properties. He has proposed a funding strategy that incorporates both capital funds and ongoing rental assistance subsidies, accurately recognizing that many SSHP properties face both capital and operational challenges. With strategic allocation of these resources, and with State action to facilitate third party leverage in the form of debt and equity, the funds proposed are sufficient to put the portfolio properties on a sustainable trajectory for the long term.

This Capital Plan provides the analytic foundation for the State to use when developing policies to govern administration of these resources. The Capital Plan also offers policy

recommendations for implementation . While these recommendations are based on the strong foundation of a site-by-site analysis, Recap considers the site-specific recommendations a starting point for detailed planning efforts, not the definitive prescription. The owners of each property, working with the State and with their residents, will identify how best to recapitalize their own communities, analyzing the options in greater detail as additional information becomes available. The ultimate transactions will vary from these property-specific transaction projections. In the aggregate, however, the model and the policy recommendations derived from it provide a reasonably accurate prediction of the needs of the portfolio and of strategies to address those needs.

In summary, the Capital Plan recommendations reflect a balancing of many objectives, first among them to achieve sustainability using the proposed resources and without unduly impacting current residents. The necessary balance between sustainability and affordability in a resource-constrained environment is evident in the analysis and in the recommendations. Recap anticipates that the Capital Plan will provide participants in the affordable housing policy debate with useful information to discuss the consequences of these policy choices and come to consensus on the best ways to protect and steward this exceptionally valuable and rare resource.

11. Appendix A – Acronyms and Abbreviations

ADL	Activities of Daily Living
AMI	Area Median Income
AMS	AMS Consulting LLC
ARRA	American Reinvestment and Recovery Act
BPI	Building Performance Institute
CDBG	Community Development Block Grant
CHAMP	Housing Assistance for Multifamily Properties Initiative
CHFA	Connecticut Housing Finance Authority
CNA	Capital Needs Assessment
ConnNAHRO	Connecticut Chapter of the National Association of Housing and Redevelopment Officials
DECD	Connecticut Department of Economic and Community Development (now the Department of Housing)
DOH	Connecticut Department of Housing (formerly the Department of Economic and Community Development)
DSC	Debt Service Coverage
ERAP	Elderly Rental Assistance Program
FMR	Fair Market Rent
FTE	Full Time Equivalent staff
GCNA	Green Capital Needs Assessment
HCV	Housing Choice Voucher Section 8 Housing Assistance Payments
HOME	HOME Investment Partnerships Program
HTCC	Connecticut Housing Tax Credit Contribution Program
HUD	US Department of Housing and Urban Development
ICON	ICON architecture, inc.

LIHTC	US Low Income Housing Tax Credit
NOI	Net Operating Income
NAHRO	National Association of Housing and Redevelopment Officials
OPM	Connecticut Office of Policy and Management
OSI	On-Site Insight
PBRA	Project Based Rental Assistance Section 8 Housing Assistance Payments
PBV	Project Based Voucher Section 8 Housing Assistance Payments
PILOT	Payment in lieu of taxes
RAP	Rental Assistance Payments
RM&R	Repair, Maintenance and Replacement Reserve
Recap	Recap Real Estate Advisors
SHRP	State Housing Rehabilitation & Preservation Program
Viva	Viva Consulting

12. Appendix B – State-Sponsored Housing Programs

The programs which comprise the State-Sponsored Housing Programs are described below, followed by a quick-reference chart summarizing the program features.

- The ***Moderate Rental Housing Program***, targeted to all households with incomes at the time they move in to the apartment at or below 100% of Area Median Income (AMI) for the applicable family size as defined by the US Department of Housing and Urban Development (HUD). Due to program overlays, the practical limitation is 80% of AMI for many properties. The eligibility threshold is calculated for each city and town, but for illustration purposes, if calculated statewide, a family of four would need to earn less than \$64,400 to be eligible for housing under this program. If, over time, residents' incomes rise above 125% of the property's income eligibility limit they are subject to a rental surcharge and potentially lease termination.
- The ***Elderly Housing Program***, targeted to individuals over age 62 and to disabled individuals of any age, provided that their incomes are at or below 80% of AMI. Based on the statewide data, a single adult would need to earn less than \$45,100 to be eligible for these apartments.
- The ***Congregate Housing for the Elderly Program***, targeted to individuals over age 62 who meet criteria regarding their need for assistance with Activities of Daily Living (ADL). Services are a required component of congregate housing communities. This program also uses the 80% of AMI eligibility maximum, which translates to earning less than \$45,100 for a single adult based on the statewide data.
- The ***Affordable Housing Program***, targeted to all households with incomes at or below 50% of the AMI. Based on the statewide data, a family of four would need to earn less than \$43,150 to be eligible for housing under this program. Residents are permitted to stay in this housing as long as their incomes do not exceed 160% of the admissions eligibility limit.
- The ***Limited Equity Cooperatives Program***, which creates a homeownership structure for households with incomes at or below 100% of AMI, although, due to program overlays, the practical limitation is 50% of AMI for some properties. A family of four earning 50% of the statewide AMI would earn \$43,150.
- The ***Mutual Housing Program***, which also creates a homeownership structure for households with incomes at or below 100% of AMI, although, due to program overlays, the practical limitation is 50% of AMI for some properties. A family of four earning 50% of the statewide AMI would earn \$43,150.
- The ***Homeless Housing Program***, which provides housing options to households with incomes at or below 50% of AMI who have received emergency shelter services or shelter services for battered women and are in need of transitional housing and support services for a period of up to 24 months.

Summary of State-Sponsored Housing Programs

Program	Target Population	Eligible Income Maximum at Move-In	Approximate Household Income Maximum at Move-In	Income at Which Eligibility for Continued Occupancy Changes	Other Major Eligibility Requirements
Moderate Rental Housing Program	Family (including elderly)	80% of AMI	\$63,900 for a family of four	125% of AMI (subject to surcharge and potential lease termination)	None
Elderly Housing Program	Individuals over age 62 and individuals with disabilities (all ages)	80% of AMI	\$44,750 for a single adult	None	None
Congregate Housing for the Elderly Program	Individuals over age 62	80% of AMI	\$44,750 for a single adult	None	Need for assistance with Activities of Daily Living (ADLs)
Affordable Housing Program	Family (including elderly)	50% of AMI	\$43,200 for a family of four	160% of AMI (subject to surcharge and potential lease termination)	None
Limited Equity Cooperatives Program	Family (including elderly)	100% of AMI (50% of AMI after other program overlays)	\$86,400 (100%) or \$43,200 (50%) for a family of four	None	None
Mutual Housing Program	Family (including elderly)	100% of AMI (50% of AMI after other program overlays)	\$86,400 (100%) or \$43,200 (50%) for a family of four	None	None
Homeless Housing Program	Family (including elderly)	100% of AMI	\$86,400 for a family of four	None	Must be homeless; maximum of 24 months eligibility

13. Appendix C – The Team

The team assembled to implement the Capital Plan analysis includes experts from multiple disciplines, all of whom specialize in multifamily affordable housing. While a brief description of each of the team members is included below, in the aggregate, the team has:

- Advised housing finance agencies and public housing authorities in formulating strategies to allocate scarce capital improvement resources across their portfolios;
- Developed financially viable recapitalization strategies for private, public and non-profit clients – on a property and portfolio basis – across the United States;
- Completed over 7,000 capital needs assessments in all 50 states and Puerto Rico;
- Created the Green CNA, which combines a standard 20-year capital needs assessment with a comprehensive energy audit, detailed financial analysis of retrofit opportunities, and analysis of indoor air quality, which is now selected by some CNA clients;
- Completed real estate market assessments, demographic or economic studies on virtually all 169 towns in Connecticut, including all of the towns represented in the study group;
- Provided Connecticut compliance review with respect to accessibility, health and safety and other code issues;
- Designed multiple HOPE VI and multifamily property redevelopment plans – both large and small – and the architectural designs to implement them;
- Guided property management and operational transformations, having served as receiver for a public housing authority, director of two property management companies and staff support to a state-level commission on public housing reform and sustainability;
- Evaluated, designed and implemented resident services programming and strategies for resident involvement in major recapitalization and redevelopment decision-making; and
- Closed more than 1,000 multifamily transactions totaling over \$4 billion, in the process developing experience in the full range of challenges and opportunities available when structuring and underwriting affordable multifamily housing.

As this brief overview reflects, the Recap team has the full range of expertise, with state and national leaders in each subject area, to effectively advise CHFA on a Capital Plan to guide the modernization and reinvestment in the State-Sponsored Housing portfolio. Recap Real Estate advisors is the prime contractor for the assignment and all other members of the team are subcontractors to Recap.

A. **Recap Real Estate Advisors;**
Specialized affordable housing consultants and team lead

Recap has a proven track record of working with multifamily regulators, lenders, investors and owners to execute cutting-edge transactions, stabilize and reposition properties, and design innovative programs and strategies. The firm, founded in 1989, has specialized in recapitalization issues – both through financial modeling (pro formas) and closing of transactions and through policy advising to federal, state and local governmental authorities. The grounding in transactional work has provided the foundation for broader policy analysis and recommendations, all based on the firm’s particular strengths in its familiarity with all of the major affordable housing programs and in the rigor of its financial and programmatic analysis.

Recap guided the overall Capital Plan endeavor and provided the financial analysis which integrated the multiple streams of information developed by the partners on the team. Recap has provided multiple clients with similar portfolio recapitalization reviews and policy/strategy guidance, a few of which are profiled in brief below:

- Recap prepared a repositioning and restructuring study for a multi-state portfolio of 4,750 units in which Recap assessed the physical, operational and financial condition of each property, developed asset-by-asset capital and marketing plans and developed overall recommendations for oversight of the portfolio consistent with the client’s goals;
- Recap completed a valuation of a portfolio consisting of ownership interests in 450 properties, representing 58,500 apartments, in which Recap aggregated information across the entire portfolio to guide the client’s decision-making;
- Recap developed a capital strategy, including specific long-term capital plans for each asset, for a portfolio of 1,500 public housing units incorporating both property level and portfolio level strategies for property management, asset management, capital deployment and subsidy reconfiguration; and
- Advised state agencies in the development of strategies to allocate scarce federal LIHTC resources.

B. **On-Site Insight, a Recap subsidiary;**
Multifamily housing capital needs assessors

On-Site Insight (OSI), a wholly-owned subsidiary of Recap founded in 1995, is the recognized leader for high-quality capital needs assessment and energy audit services for multifamily housing. OSI’s rigorous approach to property system evaluation, useful life estimation, and reserve funding analysis has set the standard in the multifamily industry over the past twenty years. OSI’s methodology is widely used and has been adopted by many lenders, funders, and regulators, including federal and state agencies.

With over 7,000 capital needs assessments performed, OSI is extremely familiar with the details of a quality capital needs assessment and has a track record of completing large-portfolio assessments efficiently. Every OSI inspector is certified by the Building Performance Institute

(BPI) as a Building Analyst and Multifamily Analyst. OSI is an approved capital needs assessor pursuant to CHFA Standards of Design and Construction. OSI performed the capital needs assessments for each property, coordinated site visit observations regarding design standards and property obsolescence and provided cost estimations. A few examples of OSI's work are profiled below:

- Capital needs assessments of 548 public housing properties administered by 140 public housing authorities across the country as a representative sample of the nation's public housing inventory, for purposes of a HUD study of the portfolio's physical condition, deferred maintenance and physical obsolescence;
- A 75 property assessment of accessibility compliance for an urban public housing portfolio of 14,000 units, resulting in an update of the housing authority's Accessibility Needs Assessment and Transition Plan; and
- An on-going engagement with the State of Florida to do an in-depth Green Capital Needs Assessment of a sample of the properties in their affordable housing portfolio.

In 2009, OSI collaborated with Enterprise Community Partners to develop a protocol for a Green Capital Needs Assessment (GCNA). The GCNA fuses a conventional 20-year Capital Needs Assessment with a comprehensive energy and air quality audit and detailed financial analysis of retrofit options based on energy modeling, net present value (NPV), internal rate of return (IRR), and savings to investment ratios (SIR).

C. **AMS Consulting LLC;**
Market analysts

AMS Consulting LLC (AMS) is a real estate consulting firm based in Bridgeport, Connecticut that has been providing market research and development consulting services to public and private clients since 1992, mostly in Connecticut. The firm's area of market expertise covers housing, retail, office and industrial markets but its major strength and deepest data base is in housing. For the past ten years, AMS has conducted annual surveys of the state's rental housing market in support of the Connecticut Department of Social Service's rental housing assistance program. The firm has also worked with 15 housing authorities in Connecticut on housing research assignments that have included rent comparability studies, market assessments and rent reasonableness surveys in support of SEMAP requirements.

Taken together with other real estate market assessments, demographic and economic studies, AMS has analyzed virtually all 169 towns in the State. In addition AMS has prepared numerous market evaluations and worked on redevelopment strategies for many affordable housing properties in Connecticut. AMS provided the market analysis to inform repositioning and operational considerations.

D. **ICON architecture, inc.;**
Site planners and architects

ICON architecture (ICON) is a multidisciplinary firm of architects and planners with a regional and national practice, including a number of recent public, affordable, and mixed-income projects in Connecticut. When physical obsolescence was identified as a concern by the Recap/OSI review, ICON developed alternatives – ranging from additions or substantial rehabilitation, to strategic partial demolition and reconstruction to full redevelopment of the property – for purposes of creating the comparison case for a cost/benefit analysis of investing in the existing building.

ICON has thorough knowledge in the planning for redevelopment of physically obsolete multifamily communities, having extensive experience in public housing redevelopment under the HOPE VI program. More generally, ICON has planned and designed over 15,000 units of housing, ranging from award-winning mixed income neighborhoods to individual market rate and luxury residences. ICON creates site plans that reconnect isolated developments back into their communities, buildings that are sensitive to their environment, and units that are comfortable for each resident.

E. **Bruce J. Spiewak AIA Consulting Architect LLC;**
Code consultant

Bruce J. Spiewak AIA Consulting Architect LLC (Spiewak LLC) is a specialized code consultancy founded in 1982 and located in West Haven, Connecticut. While OSI has substantial experience with code compliance and accessibility compliance issues, Recap has included Spiewak LLC on the team to provide additional expertise in connection with specific Connecticut issues and complex code analysis that may arise. Spiewak LLC collaborated with OSI to provide an additional resource for in-depth review of discrete situations and issues.

F. **Viva Consulting;**
Affordable housing property management and operations consultant

VIVA Consulting is a collaborative venture of four principals, each of whom offers many years of experience as a direct practitioner in the fields of housing and community development. Judy Weber is the VIVA principal assigned to this engagement, bringing deep expertise in property management and operational assessments. VIVA Consulting participated in and guided the operational assessment components of the property reviews.

VIVA's credentials include organizational and operational design, turnaround strategies for challenging properties and portfolios, and coaching and technical support for property and asset management staff. VIVA, and in particular Ms. Weber, brought to this engagement knowledge of both federal public housing, state public housing (primarily in Massachusetts, one of the four states, along with Connecticut, that have state-level public housing programs) and privately-owned affordable housing management.

In addition, VIVA has particular expertise in the Connecticut supportive housing framework. VIVA performed a multi-year longitudinal assessment of Connecticut's Supportive Housing Demonstration project that consisted of nine projects, some of which were financed by CHFA.

Ms. Weber also contributed to a study with Abt Associates examining a broader set of issues in connection with the Connecticut supportive housing portfolio, which engagement involved site visits and interviews with service providers and property managers of this housing across the state.

G. **Jo-Ann Barbour, MSW, LICSW;**
Resident services consultant

Ms. Barbour is a Licensed, Independent Clinical Social Worker (LICSW) with over thirty five years of casework, supervisory, administrative, and program development experience in the field of human services. She has in depth experience as a senior level resident service director overseeing the development, financing and implementation of integrated resident service, self-sufficiency and supported housing programs, and contributed to the operational assessment for properties identified as having challenging resident populations. In addition, Ms. Barbour has worked closely with Resident Councils to ensure their continued involvement in the planning and implementation of initiatives and participated in the review of compliance with the state Resident Participation in the Revitalization of Public Housing statute.

14. Appendix D – Properties Covered by the Capital Plan

Properties Covered by the Capital Plan

#	CHFA Number	Municipality	Development	Total Units	Program Type
1.	85001D	ANSONIA	J.J. O'Donnell Apts	40	SH Elderly
2.	95002D	ASHFORD	Pompey Hollow	32	SH Elderly
3.	85002D	BERLIN	Marjorie Moore Village	40	SH Elderly Section 8
4.	85003D	BERLIN	Percival Hts	30	SH Elderly
5.	85006D	BETHEL	Augustana/Bishop Curtis Homes	44	SH Congregate
6.	86001D	BETHEL	Reynold's Ridge 133	40	SH Elderly Section 8
7.	85004D	BETHEL	Reynold's Ridge 166	40	SH Elderly Section 8
8.	91009D	BRANFORD	Ivy Street Apts	29	SH Affordable Housing
9.	85005D	BRANFORD	Parkside Vill. I	50	SH Elderly
10.	86002D	BRANFORD	Parkside Vill. II	40	SH Elderly
11.	92002D	BRIDGEPORT	Helms Housing	12	SH Affordable Housing
12.	90030D	BRISTOL	D.J. Komanetsky	44	SH Congregate
13.	85010D	BRISTOL	Mountain Laurel Manor	40	SH Elderly Section 8
14.	85008Z	BRISTOL	Zbikowski Park	90	SH Moderate Rental
15.	85009D	BRISTOL	Zbikowski Park Section 8	32	SH Moderate Rental Section 8
16.	85011D	BROOKFIELD	Brooks Quarry	35	SH Elderly
17.	77004D	BROOKLYN	Tiffany Place	27	SH Affordable Housing
18.	85014D	CANTON	TWENTY ONE	40	SH Elderly Section 8
19.	85015D	CHESHIRE	Beachport	48	SH Elderly Section 8
20.	89005D	CLINTON	Glenhaven	30	SH Elderly
21.	93017D	COLCHESTER	Dublin Vill. Annex	16	SH Elderly
22.	85016D	COLCHESTER	Dublin Village	24	SH Elderly
23.	85017D	COLCHESTER	Ponemah Village	30	SH Elderly
24.	85019D	COVENTRY	Orchard Hill Est.I	40	SH Elderly Section 8
25.	85018D	COVENTRY	Orchard Hill Est.II	40	SH Elderly
26.	85020D	DANBURY	Coal Pit Hill	114	SH Moderate Rental
27.	85025D	DANBURY	Fairfield Ridge	49	SH Moderate Rental
28.	85026D	DANBURY	Fairfield Ridge Rehab	25	SH Mod Rental Sec 8 Rehab
29.	85025Z	DANBURY	Mill Ridge	115	SH Moderate Rental
30.	85021D	DANBURY	Mill Ridge Ext	12	SH Moderate Rental
31.	85028D	DANBURY	Mill Ridge/Fairfield Ridge	30	SH Mod Rental Sec 8 Rehab
32.	85087D	DANIELSON-KILLINGLY	Birchwood Terrace	40	SH Elderly
33.	94048D	DANIELSON-KILLINGLY	Maple Court II	43	SH Congregate
34.	85085D	DANIELSON-KILLINGLY	Maple Courts	40	SH Elderly
35.	85086D	DANIELSON-KILLINGLY	Maple Courts	40	SH Elderly
36.	88004D	DARIEN	Old Town Hall	30	SH Elderly
37.	77007D	DEEP RIVER	Kirtland Commons	26	SH Elderly
38.	85031D	DERBY	Cicia Manor	40	SH Elderly
39.	90037D	DERBY	Lakeview Apts	30	SH Elderly
40.	85030D	DERBY	Stygar Terrace	36	SH Elderly
41.	85032D	EAST HAMPTON	Bellwood Court	30	SH Elderly
42.	85033D	EAST HAMPTON	Chatham Acres	40	SH Elderly
43.	85035D	EAST HARTFORD	King Court	80	SH Moderate Rental
44.	85036D	EAST HARTFORD	Veteran Terrace	102	SH Mod Rental Sec 8 Rehab
45.	85036Z	EAST HARTFORD	Veteran Terrace Ext	48	SH Mod Rental Sec 8 Rehab
46.	85038D	EAST WINDSOR	Park Hill	30	SH Elderly
47.	85039D	EAST WINDSOR	Park Hill Ext	24	SH Elderly
48.	90040D	EAST WINDSOR	Park Hill Ext	30	SH Elderly
49.	85040D	ELLINGTON	Snipsic Village I	30	SH Elderly
50.	85041D	ELLINGTON	Snipsic Village II	12	SH Elderly
51.	85049D	ENFIELD	Ella Grasso Manor	40	SH Elderly
52.	85045D	ENFIELD	Enfield Man Ext	30	SH Elderly
53.	85044D	ENFIELD	Enfield Manor	50	SH Elderly
54.	85042D	ENFIELD	Green Valley Village	84	SH Moderate Rental
55.	85043D	ENFIELD	Laurel Park	90	SH Moderate Rental
56.	92029D	ENFIELD	Pine Grove Manor, Inc.	8	SH Limited Equity
57.	98019D	ENFIELD	Pleasant St Co-op	12	SH Limited Equity
58.	85046D	ENFIELD	Windsor Court	20	SH Elderly
59.	85047D	ENFIELD	Windsor Court Ext.	20	SH Elderly
60.	85048D	ENFIELD	Woodside Park	40	SH Elderly
61.	85051D	ESSEX	Essex Court	36	SH Elderly
62.	85052D	FAIRFIELD	PineTree Apts.	18	SH Elderly
63.	85053D	FAIRFIELD	PineTree Apts.	20	SH Elderly
64.	85054D	FAIRFIELD	Trefoil Court	30	SH Elderly Section 8
65.	81001D	FARMINGTON	Forest Court	36	SH Moderate Rental Section 8
66.	85055D	FARMINGTON	Maple Village	40	SH Elderly
67.	85057D	GLASTONBURY	Center Village	50	SH Elderly

Properties Covered by the Capital Plan

#	CHFA Number	Municipality	Development	Total Units	Program Type
68.	95050D	GLASTONBURY	Cobbs Mill Crossing Cooperative	32	SH Limited Equity
69.	77013D	GLASTONBURY	Hale Farm	3	SH Affordable Housing
70.	91071D	GLASTONBURY	Herbert Clark House	45	SH Congregate
71.	85058D	GLASTONBURY	Knox Lane Annex	40	SH Elderly
72.	89008D	GREENWICH	McKinney Terr. II	51	SH Elderly
73.	89007D	GREENWICH	McKinney Terrace I (fka Manor at Byram)	21	SH Moderate Rental
74.	85059D	GREENWICH	Adams Garden Apts	80	SH Moderate Rental
75.	85060D	GREENWICH	Armstrong Court	144	SH Moderate Rental
76.	99012D	GREENWICH	Hill House	38	SH Congregate
77.	85061D	GREENWICH	Town Hall Annex	28	SH Moderate Rental Section 8
78.	85062D	GRISWOLD	Ashland Manor	30	SH Elderly
79.	85063D	GRISWOLD	McCluggage Manor	30	SH Elderly
80.	85066D	GROTON	Grasso Gardens I	40	SH Elderly
81.	87002D	GROTON	Grasso Gardens II	30	SH Elderly
82.	85064D	GROTON	Pequot Village I	65	SH Elderly
83.	85065D	GROTON	Pequot Village II	40	SH Elderly
84.	85072D	HAMDEN	Centerville Village	40	SH Elderly
85.	92030D	HAMDEN	Good Cents 1 & 2	4	SH Affordable Housing
86.	85070D	HAMDEN	Hamden Village	60	SH Elderly
87.	85071D	HAMDEN	Hamden Village Ext	50	SH Elderly
88.	85074D	HAMDEN	Mount Carmel	30	SH Congregate
89.	94020E	HARTFORD	272 Cleveland Ave LLC(fka Cleve. Ave Coop.)	10	SH Moderate Rental
90.	91082D	HARTFORD	42 Vernon Street	9	SH Affordable Housing
91.	91081D	HARTFORD	655 Garden St	4	SH Affordable Housing
92.	85077D	HARTFORD	95 Vine Street	31	SH Moderate Rental Section 8
93.	91080D	HARTFORD	96-98 Martin Street	6	SH Moderate Rental
94.	95055D	HARTFORD	Amistad Court Cooperative	14	SH Limited Equity
95.	00003D	HARTFORD	Bacon Congregate	23	SH Congregate
96.	94036D	HARTFORD	Bristol Apts	15	SH Affordable Housing
97.	85075D	HARTFORD	Casa Nueva	79	SH Moderate Rental Section 8
98.	85076D	HARTFORD	Casa Verde Sur	39	SH Moderate Rental Section 8
99.	94037D	HARTFORD	Ed O'Neill House	27	SH Affordable Housing
100.	87003D	HARTFORD	Enfield-Magnolia	20	SH Moderate Rental
101.	91096D	HARTFORD	Faith Manor	40	SH Elderly
102.	77015D	HARTFORD	Harrington Place Cooperative	18	SH Limited Equity
103.	91099D	HARTFORD	Jackie Schaffer Apts	10	SH Affordable Housing
104.	94035D	HARTFORD	M.J. Caruso Gables	36	SH Elderly
105.	96026D	HARTFORD	Rehoboth Place Cooperative	15	SH Limited Equity
106.	94022D	HARTFORD	Rose Garden Cooperative	8	SH Limited Equity
107.	95040D	HARTFORD	Sheldon Common I Co-op	7	SH Limited Equity
108.	95051D	HARTFORD	Sheldon Common II Co-op	2	SH Limited Equity
109.	94045D	HARTFORD	Villa Coqui Cooperative	13	SH Limited Equity
110.	77014D	HARTFORD	Ward / Affleck	14	SH Affordable Housing
111.	85078D	HARTFORD	Wolcott Place	18	SH Moderate Rental Section 8
112.	94021D	HARTFORD	Wooster Street (fka Summers Square)	9	SH Moderate Rental
113.	90075D	HEBRON	Stonecroft Village	25	SH Elderly
114.	86004D	LEDYARD	King's Corner Manor	30	SH Elderly
115.	94052D	LITCHFIELD	Bantam Falls	36	SH Elderly
116.	93041D	LITCHFIELD	Tannery Brook Cooperative	16	SH Limited Equity
117.	85089D	LITCHFIELD	Wells Run	30	SH Elderly
118.	85092D	MANCHESTER	March Community Residence	4	SH Moderate Rental Section 8
119.	85090D	MANCHESTER	Spencer Village	40	SH Elderly
120.	85091D	MANCHESTER	Spencer Village Ext.	40	SH Elderly
121.	92050D	MANCHESTER	Common Thread Cooperative	16	SH Limited Equity
122.	94054D	MANCHESTER	Westhill Gardens	37	SH Congregate
123.	92051D	MANSFIELD	Holinko Estates	35	SH Moderate Rental
124.	85094D	MANSFIELD	Wright's Village	30	SH Elderly
125.	87021D	MANSFIELD	Wright's Village	10	SH Elderly
126.	94056D	MARLBOROUGH	Florence S. Lord	24	SH Elderly
127.	85096D	MERIDEN	Johnson Farms	52	SH Moderate Rental
128.	85095D	MERIDEN	Yale Acres	162	SH Moderate Rental
129.	96049D	MIDDLEBURY	New Horizons	5	SH Affordable Housing
130.	85097D	MIDDLEFIELD	SugarLoaf Terrace	30	SH Elderly Section 8
131.	91132D	MIDDLETOWN	Luther Manor	45	SH Congregate
132.	85100D	MIDDLETOWN	Marino Manor	40	SH Elderly
133.	91135D	MILFORD	Alberta Jagoe Commons	40	SH Elderly
134.	85101D	MILFORD	C. McKeen Village E-19	25	SH Elderly

Properties Covered by the Capital Plan

#	CHFA Number	Municipality	Development	Total Units	Program Type
135.	85102D	MILFORD	C. McKeen Village E-68	40	SH Elderly
136.	85103D	MILFORD	DeMaio Gardens	30	SH Elderly
137.	86005D	MONROE	Fairway Acres	30	SH Elderly
138.	85105D	MONTVILLE	Freedom Village	40	SH Elderly
139.	85104D	MONTVILLE	Independence Village	40	SH Elderly
140.	92056D	MORRIS	Eldridge	20	SH Elderly
141.	85107D	NAUGATUCK	Oak Terrace	50	SH Elderly
142.	85108D	NAUGATUCK	Oak Terrace Ext	40	SH Elderly
143.	85109D	NAUGATUCK	Oak Terrace Ext	24	SH Elderly
144.	85110D	NAUGATUCK	Oak Terrace Ext	40	SH Elderly
145.	85111D	NAUGATUCK	Oak Terrace Ext	40	SH Elderly
146.	94063D	NAUGATUCK	Robert E. Hutt Cong	36	SH Congregate
147.	04002D	NEW BRITAIN	Security Manor	50	SH Elderly
148.	96054D	NEW BRITAIN	So Main St Co-op/Willow Brook Estates Condo	10	SH Limited Equity
149.	91161D	NEW BRITAIN	Washington School	50	SH Moderate Rental
150.	85120D	NEW HAVEN	Beechwood Gardens	82	SH Moderate Rental
151.	95086D	NEW HAVEN	Ella B. Scantlebury	20	SH Congregate
152.	85130D	NEW LONDON	G. Washington Carver Bldg	130	SH Elderly
153.	85129D	NEW LONDON	Gordon/Riozzi Courts	80	SH Elderly
154.	85125D	NEWINGTON	Cedar Village	40	SH Elderly
155.	85124D	NEWINGTON	Kelleher Park	40	SH Elderly
156.	88047D	NEWINGTON	New Meadow Village	26	SH Elderly
157.	85131D	NORTH BRANFORD	Hillside Terrace	30	SH Elderly
158.	85132D	NORTH BRANFORD	Hillside Terrace Ext	30	SH Elderly
159.	85133D	NORTH CANAAN	Wangum Village	40	SH Elderly
160.	85134D	NORTH HAVEN	Parkside Manor	40	SH Elderly
161.	89035D	NORTH HAVEN	Temple Pines	30	SH Elderly
162.	89036D	NORWALK	4-6 Arch St	8	SH Affordable Housing
163.	85136D	NORWALK	Colonial Village	200	SH Mod Rental Sec 8 Rehab
164.	96083D	NORWALK	Ludlow (Commons) Square Congregate	44	SH Congregate
165.	97054D	NORWALK	Old Marvin, The	50	SH Congregate
166.	95094D	NORWALK	16 School St	34	SH Affordable Housing
167.	85144D	NORWICH	Hillside Apartments	26	SH Moderate Rental Section 8
168.	85139D	NORWICH	Melrose Park	51	SH Moderate Rental
169.	89037D	NORWICH	St. Jude Common	51	SH Congregate
170.	85141D	NORWICH	Eastwood Court	25	SH Elderly
171.	85140D	NORWICH	Harry Schwartz Manor	48	SH Elderly
172.	85138D	NORWICH	Hillside Terrace	118	SH Moderate Rental
173.	90107D	NORWICH	J.F. Kennedy Apts	40	SH Affordable Housing
174.	85138Z	NORWICH	J.F. Kennedy Heights	64	SH Moderate Rental
175.	85142D	NORWICH	Rosewood Manor	80	SH Elderly
176.	85143D	NORWICH	Rosewood Manor Ext	30	SH Elderly
177.	85139Z	NORWICH	Sunset Park	53	SH Moderate Rental
178.	97055D	OLD LYME	Rye Field Manor	39	SH Elderly
179.	85145D	PLAINFIELD	Sunny Acres	40	SH Elderly
180.	84001D	PLAINVILLE	Center View Manor	30	SH Elderly
181.	85146D	PLAINVILLE	Sunset Village	40	SH Elderly
182.	85147D	PLAINVILLE	Woodmoor Village	50	SH Elderly
183.	85148D	PLYMOUTH	Gosinski Park	30	SH Elderly
184.	85149D	PLYMOUTH	Gosinski Park Ext	30	SH Elderly
185.	98059D	POMFRET	Seely Brown Village	32	SH Congregate
186.	85150D	PORTLAND	Quarry Heights	50	SH Elderly
187.	85151D	PORTLAND	Quarry Heights Ext	20	SH Elderly
188.	85152D	PRESTON	Lincoln Park	40	SH Elderly
189.	85007D	PUTNAM	Robert Bulger Apts	27	SH Elderly Section 8
190.	85153D	PUTNAM	Walter Crabtree Apts	20	SH Elderly
191.	85155D	PUTNAM	Wm. St. Onge Apts	20	SH Elderly
192.	77026D	RIDGEFIELD	Ballard Green	40	SH Elderly
193.	85156D	RIDGEFIELD	Ballard Green Ext	20	SH Elderly
194.	92071D	RIDGEFIELD	Prospect Ridge Congregate	34	SH Congregate
195.	92093D	ROCKY HILL	Greenfield Village Coop Assoc.	10	SH Limited Equity
196.	89038D	ROCKY HILL	Harold J. Murphy Apts	30	SH Elderly
197.	85157D	ROCKY HILL	Rocky Hill Seniors	40	SH Elderly
198.	85158D	SEYMOUR	Castle Heights	31	SH Moderate Rental
199.	99048D	SEYMOUR	Hoffman Heights	5	SH Moderate Rental
200.	85158Z	SEYMOUR	Smith Acres	19	SH Moderate Rental
201.	85159D	SEYMOUR	Smith Acres Ext	26	SH Moderate Rental

Properties Covered by the Capital Plan

#	CHFA Number	Municipality	Development	Total Units	Program Type
202.	85161D	SHELTON	Devaux Apts	40	SH Elderly
203.	85162D	SHELTON	Sinsabaugh Heights	40	SH Elderly
204.	99049D	SHELTON	Sinsabaugh Heights II	40	SH Elderly
205.	85163D	SIMSBURY	Murphy Apts	40	SH Elderly
206.	85164D	SIMSBURY	Murphy Apts Ext	30	SH Elderly
207.	93057D	SIMSBURY	Virginia Connolly	40	SH Congregate
208.	90115D	SOUTH WINDSOR	Flax Hill	40	SH Elderly
209.	85172D	SOUTH WINDSOR	Wapping Mews	30	SH Elderly
210.	85168D	SOUTHINGTON	Dicaprio Forgione Terrace	40	SH Elderly
211.	85167D	SOUTHINGTON	Gen. Pulaski Terrace	40	SH Elderly
212.	85171D	SOUTHINGTON	Lincoln Lewis Terrace	40	SH Elderly
213.	85169D	SOUTHINGTON	Zdunczyk Terrace	40	SH Elderly
214.	85170D	SOUTHINGTON	Zdunczyk Terrace Ext	20	SH Elderly
215.	85174D	STAFFORD	Avery Park	40	SH Elderly
216.	85175D	STAFFORD	Avery Park Ext	40	SH Elderly
217.	85176D	STAFFORD	Avery Park Ext	30	SH Elderly
218.	85179D	STAMFORD	Lawnhill Terrace	206	SH Moderate Rental
219.	90116D	STAMFORD	Wormser Congregate	40	SH Congregate
220.	85180D	STAMFORD	Edward Czeszik Homes	50	SH Elderly
221.	85177D	STAMFORD	Oak Park	168	SH Moderate Rental
222.	92077D	STAMFORD	Parkside Gables	69	SH Mutual Housing
223.	85181D	STONINGTON	E. K. Richmond Homes	50	SH Elderly
224.	93058D	STONINGTON	E. K. Richmond Homes Ext	10	SH Elderly
225.	88048D	STRATFORD	Lucas Gardens	30	SH Elderly
226.	92080D	STRATFORD	Lucas Gardens II	23	SH Elderly
227.	85183D	STRATFORD	Shiloh Gardens	60	SH Elderly
228.	88049D	SUFFIELD	Broder Place	20	SH Elderly
229.	85185D	SUFFIELD	Laurel Court	30	SH Elderly
230.	85184D	SUFFIELD	Maple Court	20	SH Elderly
231.	85186D	THOMASTON	Green Manor	30	SH Elderly
232.	85187D	THOMASTON	Green Manor	32	SH Elderly
233.	85188D	THOMPSON	Gladys Green Apts	30	SH Elderly
234.	85189D	THOMPSON	Pineview Court	40	SH Elderly
235.	95056D	THOMPSON	River Mill Village (fka Three Rows)	53	SH Affordable Housing
236.	85190D	TOLLAND	Old Post Village	30	SH Elderly
237.	91239D	TORRINGTON	Riverside School Cooperative	12	SH Limited Equity
238.	91241D	TRUMBULL	Henry S. Stern Village	36	SH Congregate
239.	85195D	TRUMBULL	Stern Village	50	SH Elderly
240.	85196D	TRUMBULL	Stern Village	50	SH Elderly
241.	85197D	TRUMBULL	Stern Village	58	SH Elderly
242.	88050D	TRUMBULL	Stern Village	28	SH Elderly
243.	91242D	VERNON	Francis J. Pitkat Cong	43	SH Congregate
244.	85199D	VERNON	Grove Court	24	SH Elderly
245.	85201D	VERNON	Grove Court Ext	30	SH Elderly
246.	93059D	VERNON	Westview Apts.	50	SH Moderate Rental
247.	85202D	VOLUNTOWN	Greenwood Manor	20	SH Elderly
248.	85206D	WALLINGFORD	East Side Terrace	30	SH Elderly
249.	92082D	WALLINGFORD	John P. Savage	35	SH Elderly
250.	85208D	WALLINGFORD	McGuire Court	50	SH Elderly
251.	85209D	WALLINGFORD	McKenna Court	30	SH Elderly Section 8
252.	85207D	WALLINGFORD	South Side Terrace	40	SH Elderly
253.	85204D	WALLINGFORD	Ulbrich Heights	88	SH Moderate Rental
254.	85203D	WALLINGFORD	Ulbrich Heights Extension	44	SH Moderate Rental
255.	95124D	WASHINGTON	Dodge Farms	14	SH Moderate Rental
256.	95126D	WATERBURY	Cherry St Cooperative	6	SH Limited Equity
257.	98077D	WATERBURY	Lawrence Crest Co-op	13	SH Limited Equity
258.	90133D	WATERBURY	Liberty Hall Apts	16	SH Affordable Housing
259.	85215D	WATERTOWN	Buckingham Terrace	40	SH Elderly
260.	98078D	WATERTOWN	Country Ridge	40	SH Elderly
261.	85214D	WATERTOWN	Truman Terrace	40	SH Elderly
262.	95136D	WEST HARTFORD	Flagg Road	10	SH Limited Equity
263.	91264D	WEST HARTFORD	Brace Dale Cooperative	4	SH Limited Equity
264.	85216D	WEST HARTFORD	Elm Grove	40	SH Elderly
265.	95135D	WESTBROOK	Patchogue Place Cooperative	12	SH Limited Equity
266.	96102D	WESTBROOK	Worthington Manor	32	SH Elderly
267.	85220D	WETHERSFIELD	Adams Apts	29	SH Elderly
268.	85222D	WETHERSFIELD	Comhall Conv	1	SH Elderly

Properties Covered by the Capital Plan

#	CHFA Number	Municipality	Development	Total Units	Program Type
269.	88052D	WETHERSFIELD	Harvey R. Fuller	32	SH Elderly
270.	85221D	WETHERSFIELD	James Devlin Court	50	SH Elderly
271.	85224D	WINDHAM	Eastman Curran Terrace	78	SH Moderate Rental
272.	86013D	WINDHAM	Hevrin Terrace	90	SH Mod Rental Sec 8 Rehab
273.	85225D	WINDHAM	Jonathan Trumbull Terrace	40	SH Elderly
274.	85226D	WINDHAM	Rev. Honan Terrace	50	SH Elderly
275.	85224Z	WINDHAM	Terry Court	68	SH Moderate Rental
276.	90138D	WINDHAM	Union St Cooperative, Inc	7	SH Limited Equity
277.	85227D	WINDSOR	Millbrook Village	60	SH Elderly
278.	85228D	WINDSOR	Shad Run Terrace	30	SH Elderly
279.	87027D	WINDSOR	Shad Run Terrace Ext	22	SH Elderly
280.	87028D	WINDSOR LOCKS	Southwest Terrace Apts	40	SH Elderly
281.	85229D	WOODSTOCK	New Roxbury Village	24	SH Elderly
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15. Appendix E – Town Market Context Assessments

Please see the individual Town Market Context Assessments under separate cover.

16. Appendix F – Capital Plan Owner Questionnaire

Attached please find the form of the Owner Questionnaire.

CHFA State-Sponsored Housing Portfolio Capital Plan Questionnaire

Welcome! Thank you for helping us to develop the CHFA State-Sponsored Housing Portfolio Capital Plan. Your answers to the questions in this questionnaire are critical for us to have a robust understanding of your properties and operating context. We will integrate the information you provide in this questionnaire with capital needs assessment research, market research, and your financials (provided by CHFA) to develop a long-term capital planning recommendation for each of your properties. CHFA and the State will use these recommendations when deciding how to prioritize a \$300 million fund the Governor has launched to recapitalize the State-Sponsored Housing Portfolio over the next 10 years. We also want the recommendations to be meaningful and useful to you as the property owner.

We think the questionnaire will take about an hour to complete. There are 55 questions. Most of them are “check the box,” but we have included a few open-ended questions (about a dozen) so that you can share information you think is important for us to understand. We expect that you, as the chief executive or board leadership of the organization, can answer the questions on your own. However, some of you may find that you want to discuss the questions with others in your organization before answering them. As long as you hit “next,” your work will be saved and you can come back to it later. You can also go backwards to revisit or revise questions that you had already answered. Again, don’t forget to hit “next” when you want to save your work. If you want a printable version of the full questionnaire to share with your colleagues or to read and think about before answering the questions on-line, please e-mail CHFACapitalPlan@RecapAdvisors.com and we will send one to you. You can also print out each page of the questionnaire using the print feature on the browser.

Please answer the questions as completely as you can. It is our goal that the Capital Plan recommendations are grounded in reality and as well-informed as possible. However, if you need to skip a question now and then, that’s ok too. The only question you can’t skip is the first one – identifying your organization.

Please complete the survey by Friday, June 28, 2013. If you have questions about this survey, or want to have a follow-up conversation about your responses, please contact us at CHFACapitalPlan@RecapAdvisors.com.

Many thanks for your help.

Owner Entity and Operational Profile

1. Enter the name of the housing authority/owner/sponsor of state sponsored housing _____
2. Enter your name _____
3. Enter your title or role within the housing authority/owner/sponsor _____

4. Enter the name of the municipality(ies) in which this organization's state sponsored housing properties are located _____

5. Please indicate the size of your organization as a whole (including housing operations, housing executives and non-housing functions, if any). Select the box that most closely describes your organization. ("FTE" refers to "full time equivalent")

- ☐ 0 to 3 FTEs
- ☐ 3.1 to 6 FTEs
- ☐ 6.1 to 10 FTEs
- ☐ 10.1 to 15 FTEs
- ☐ 15.1 to 25 FTEs
- ☐ Over 25 FTEs

6. To help us understand your operations and in-house expertise, please check the box that most closely describes the level of staffing dedicated to your state-sponsored properties. Please select the title that most closely applies if your titles are different:

	More than one FTE	One FTE	Part Time 0.5 to 0.99 FTE	Part Time less than 0.5 FTE	None or Not Available
Executive Director/Owner Executive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Department or Program Director	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Housing Manager/Property Manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administrative Assistant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Occupancy/Leasing Specialist	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintenance Supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintenance Technician	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Custodian	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resident Services Coordinator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bookkeeper	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accountant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chief Financial Officer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Congregate/Supportive Housing Staff (desk clerk, kitchen aide, personal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

services aide, etc.)

Other A	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other B	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other C	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(Please specify the titles of any other positions referenced in Other A through Other C. For example, Other A = staff attorney.) _____

7. Please indicate if any of your staff is unionized. Please check all that apply.

- ☐ Unionized maintenance staff
- ☐ Unionized administrative staff
- ☐ Unionized supervisors
- ☐ None of the staff is unionized
- ☐ Other unionized staff (please specify) _____

8. Please indicate what housing programs or housing activities the housing authority/owner/sponsor oversees, manages or administers in addition to the state-sponsored housing (check all that apply).

- ☐ Federal Public Housing
- ☐ Section 8 Housing Choice Voucher administration (tenant based).
- ☐ Section 8 Project Based Voucher housing
- ☐ Section 8 Project Based Rental Assistance housing
- ☐ Section 202/811 housing
- ☐ Low Income Housing Tax Credit housing
- ☐ Market-rate, unsubsidized housing
- ☐ Permanent independent living supported by other federal programs
- ☐ Permanent independent living supported by other state or local programs
- ☐ Homeless shelters or temporary housing
- ☐ Assisted living
- ☐ Fair Rent Commission administration
- ☐ Other _____

9. If you indicated in the previous question that you administer Section 8 Housing Choice Vouchers, please check the box that most closely corresponds to your situation.

- ☐ We administer Section 8 Housing Choice Vouchers directly (either our own or on behalf of another organization)

- ☐ We oversee and are ultimately responsible for Section 8 Housing Choice Vouchers but outsource the daily administration to another organization
- ☐ Not applicable – we don't oversee, manage or administer Section 8 Housing Choice Vouchers
10. If you indicated that you administer Section 8 Housing Choice Vouchers or that you oversee Section 8 Housing Choice Vouchers that another organization administers on your behalf, how many vouchers do you administer or oversee? (Please indicate only your organization's vouchers, not any vouchers you administer on behalf of another organization.) # of vouchers: _____
11. If you indicated in the previous questions that you oversee, manage or administer Section 8 Housing Choice Vouchers, would you consider making some of them available to be project-based as a part of the rehabilitation of an existing project?
- ☐ Yes
- ☐ Maybe
- ☐ No
- ☐ Not applicable – we don't administer Section 8 Housing Choice Vouchers
12. Check the size of the **largest** construction or rehabilitation project your organization has completed over the past five years or currently has under construction. (This question is geared towards understanding your organizational experience, so your answer should reflect any construction or rehabilitation project the organization has pursued, not just projects with respect to the state sponsored housing portfolio.):
- ☐ Over \$750,000
- ☐ \$500,000 to \$749,999
- ☐ \$250,000 to \$499,999
- ☐ \$100,000 to \$249,999
- ☐ None of this size
13. With respect to the construction or rehabilitation project you referenced in your response to the previous question, please check how the following roles were performed in carrying out that project. If you checked "none of this size" in the question above, continue to the next question.

* Note: In this question, "Project Financing and Financial Projections" refers to the role of creating and managing the development sources and uses and the operating pro forma, not routine accounting.

	Owner Performed	Third-Party Performed	Not Needed for the Project
Architect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engineer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

General Contractor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clerk of the Works or Construction Manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project Financing and Financial Projections*	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(if other, please specify) _____

14. If your organization were to undertake a capital improvement project for a property with a total hard construction cost in excess of \$500,000, what roles and functions do you have the appropriate expertise to provide and what would you look to third parties, outside your organization, to provide?

* Note: In this question, "Project Financing and Financial Projections" refers to the role of creating and managing the development sources and uses and the operating pro forma, not routine accounting.

	Owner Would Perform	Third-Party Would Perform	Not Needed for the Project
Architect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engineer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General Contractor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clerk of the Works or Construction Manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project Financing and Financial Projections*	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(if other, please specify) _____

15. We'd like to understand what resources, if any, you have accessed to support capital improvements at your state sponsored housing properties over the last five years. Please check the box for any resources that apply:

☐ Low income housing tax credits

- ☐ HOME or CDBG funding from the State of Connecticut
- ☐ HOME or CDBG funding from your local municipality
- ☐ Federal Home Loan Bank AHP funding
- ☐ Other State of Connecticut (CHFA or DECD) housing program funding
- ☐ Other local or municipal housing program funding
- ☐ Department of Energy or weatherization funding
- ☐ Utility-managed conservation or energy efficiency funding
- ☐ Energy performance contract funding
- ☐ Other energy-oriented funding
- ☐ Charitable giving and philanthropic funding (from foundations, corporations or individuals)
- ☐ None of these resources
- ☐ Other (please specify) _____

16. Some owners are beginning to consider or implement green strategies. Please list your three top priority green strategies – either strategies you have already implemented or ones that you would be most interested in implementing. (Examples of green strategies include energy contracts, environmentally friendly cleaning and maintenance products, resident education, purchase of only Energy Star appliances, installation of renewable energy equipment, etc.). If you feel you need more information about potential green strategies before you can develop priorities, indicate “Need Information” on line (a).

a) _____

b) _____

c) _____

17. Occupancy Information. If you have this data separately for the elderly/disabled properties in your state sponsored housing portfolio and for family properties in your state sponsored housing portfolio, we’d prefer that level of detail. If you do not, please respond for your entire state sponsored housing portfolio.

	Entire State Sponsored Housing Portfolio	Elderly/Disabled Properties (if available separately)	Family Properties (if available separately)
Average turnover rate over the past 12 months	___ %	___ %	___ %
Average vacancy rate over the past 12 months	___ %	___ %	___ %

Average tenant-paid rent collected by the end of the month over the past 12 months	____%	____%	____%
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18. If applicable, please describe any circumstances that you feel are important for us to understand in interpreting the occupancy information you have provided. _____
- _____
- _____
- _____

Regulatory Environment

19. Identify any statutory and/or regulatory requirements that negatively impact your ability to efficiently and effectively administer your state-sponsored housing units. Describe their negative impact.

Requirements & Regulations	Negative Impact
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	

20. Identify any legislative and/or regulatory changes other than increased funding that would enhance your ability to efficiently and effectively administer your state-sponsored housing portfolio and/or have a positive impact on the residents. Include a brief summary of their impact.

Recommended Program Improvements	Anticipated Impact of the Change
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	

Budgeting and Its Impact on Operations

21. Check the description that best describes your annual budgeting process:
- ☐ Our fee accountant prepares the budget(s) for our review, comment and approval
 - ☐ We prepare our budget(s) in collaboration with our fee accountant
 - ☐ We do not use a fee accountant in our annual budgeting process. Our budget process is generated exclusively by our staff and Board.
22. Please identify the individuals who actively participate in various phases of your strategic planning, annual budgeting and monitoring process for your state-sponsored housing. Check all boxes that apply. Active participation means sustained participation in the discussion and formulation of the strategy, not just final approval of work product produced by others.

	Fee Accountant	Board of Directors or Equity Owner	Executive Director or CEO	Other Staff	N/A
Develop written 3-5 year strategic plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develop multi-year capital plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develop overarching annual budget goals (e.g. staffing structure, property performance standards like vacancy, breaking even)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Establish rent structure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Establish pro-ration protocol	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Set capital expenditure amounts for the year	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other A	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other B	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(Please specify what Other A or Other B is. For example, Other A = prepare annual report.)

23. Check the box that best describes how you pro rate operating costs among your state-sponsored properties and/or other properties:
- ☐ Pro ration is based on time worked at properties
 - ☐ Pro ration is based on the number of units
 - ☐ Pro ration is based on revenue
 - ☐ We do not pro rate any operating costs (i.e., we have only one property, we prepare only one consolidated budget for our entire portfolio, etc.)
 - ☐ Other (please specify) _____
24. The statutes governing the state-sponsored housing portfolio require that operating income must be sufficient to cover operating expenses, debt, and the provision for capital improvements. What, if any, implications are there to your properties from this statutory obligation to create a balanced budget?
- _____
- _____
- _____
- _____

25. How do you cover any operating short falls at your state sponsored properties? Check all that apply.

- ☐ We have never experienced any operating shortfalls
- ☐ We “cover” the shortfalls with revenues from other programs
- ☐ We pay our bills late
- ☐ We review our budget-to-actual variances monthly and make adjustments in our revenue and expense calculations
- ☐ We postpone or cancel budgeted spending
- ☐ We fill vacancies more quickly
- ☐ We improve our rent collection practices
- ☐ We “cover” the shortfalls with Repairs, Maintenance and Replacement reserves or unappropriated retained earnings
- ☐ Other (please specify) _____

26. Check all of the vendors you contract with routinely in conjunction with managing your state-sponsored portfolio:

- ☐ Third-party property manager
- ☐ Resident services coordination
- ☐ Fee accountant
- ☐ Auditor (separate from fee accountant)
- ☐ Information technology
- ☐ Snow removal
- ☐ Landscaping
- ☐ Unit turnovers
- ☐ Skilled trades (e.g. plumber)
- ☐ Cleaning
- ☐ Major equipment repair (heating systems, elevators, etc.)
- ☐ Other maintenance contracts
- ☐ Other vendors

(If other maintenance contracts, or other vendors, please specify the types of maintenance contracts and/or the types of vendors.) _____

27. We will be reviewing your last five years of operating expenses (provided by CHFA) in connection with this effort. Are there any major changes in the last five years that would impact the future applicability of the historic operating expenses (i.e., a major rehab, significant changes in staffing, etc.)?

- ☐ No
- ☐ Yes (describe and identify the year) _____

Marketing

28. What is the level of demand for your state-sponsored apartments for **the elderly and the disabled**?
- ☐ The demand is high for all of our apartments for the elderly and disabled
 - ☐ The demand is high for our one-bedroom apartments, but not for our efficiencies
 - ☐ The demand is low for all of our apartments for the elderly and disabled
 - ☐ Not applicable – we don't have state-sponsored housing for the elderly and the disabled
29. What is the level of demand for your state-sponsored apartments for **families**?
- ☐ The demand is high for all bedroom sizes
 - ☐ The demand is high for some, but not all bedroom sizes
 - ☐ The demand is low for all bedroom sizes
 - ☐ Not applicable – we don't have state-sponsored housing for families
30. What bedroom size has the highest demand in your state-sponsored **family** housing:
- ☐ Efficiency/Studio
 - ☐ One bedroom
 - ☐ Two bedroom
 - ☐ Three bedroom
 - ☐ Four bedroom
 - ☐ Five bedroom
31. If you have low demand for any of your state-sponsored housing, what is the reason? Check all that apply.
- ☐ Not applicable – we don't have low demand
 - ☐ Units are obsolete in the market place as they are too small
 - ☐ Units are obsolete in the market place as they lack contemporary features or amenities common in the market
 - ☐ The mix of unit types (# of bedrooms per unit) doesn't match what unit types the market demands
 - ☐ Undesirable location (inaccessible, unsafe)

- ☐ Changing demographics of existing population
- ☐ Condition of the grounds and common areas
- ☐ Condition of the units
- ☐ Application process is cumbersome and takes too long
- ☐ Tenant-paid utilities (i.e., the competition pays for all utilities)
- ☐ Other (please specify) _____

32. Please feel free to expand upon any of the choices you made in the previous questions and provide any additional information about demand for your state-sponsored apartments that you feel is important for us to understand.

33. Where is your competition for your state-sponsored **elderly/disabled** housing? Check all that apply.

- ☐ Other state-sponsored housing for the elderly/disabled
- ☐ Other nearby affordable/subsidized housing for the elderly/disabled
- ☐ Apartments in the private market
- ☐ Federal public housing that we own and/or manage
- ☐ Other federal public housing
- ☐ Not applicable – we don't have state-sponsored housing for the elderly and the disabled
- ☐ Other (please specify) _____

34. Where is your competition for your state-sponsored **family** housing? Check all that apply.

- ☐ Other state-sponsored housing for families
- ☐ Other nearby affordable/subsidized housing for families
- ☐ Apartments in the private market
- ☐ Federal public housing that we own and/or manage
- ☐ Other federal public housing
- ☐ Not applicable – we don't have state-sponsored housing for families
- ☐ Other (please specify) _____

35. Among the ideas proposed for us to consider is that of market repositioning, such as the introduction of mechanisms to create mixed-income housing (see note below for explanation). Putting aside the issues of how to transition from the current arrangements to a mixed-income community, do you think your market would support mixed-income

housing in your state-sponsored housing if the capital improvements were designed appropriately? Check all that apply:

- ☐ Yes, there are already successful mixed-income properties in the area
- ☐ Yes, we have been talking about this for some time and have community support
- ☐ Yes, but the capital investment will have to be significant
- ☐ Yes, but it will take a more expanded marketing effort than we currently practice
- ☐ Yes, but we may need assistance with developing and implementing a marketing strategy
- ☐ Maybe, if we can demonstrate both the need and the benefit
- ☐ No, others have tried and failed in this market
- ☐ No, any eligible higher tier applicants can rent larger units with more amenities than we can offer

Note: Mixed-income housing means a rent structure or admissions preference structure designed to ensure a diversity of incomes among residents of the property. While this could be done many ways, some examples include tiered rents (establishing different base rent amounts, with a percentage of units allocated to each base rent tier) and income tiers (reserving a percentage of units to households above or below specified AMI thresholds).

36. Are there particular operating challenges or opportunities that you see in the elderly and disabled state sponsored housing portfolio that would assist us in understanding these communities and in developing recommendations for housing these individuals?

37. What wait list process do you follow for the state-sponsored housing?

- ☐ Lottery
- ☐ Points system
- ☐ Points system combined with first-come, first-served
- ☐ Other (please specify) _____

38. What is the impact of the current state regulated waiting list system on your ability to lease vacant units in a timely way? Check the one that applies best.

- ☐ The state waiting list process **is not** cumbersome and we routinely fill vacant units in 20 days or less
- ☐ The state waiting list process **is** cumbersome but we routinely fill vacant units in 20 days or less anyway

- ☐ The state waiting list system **is** very cumbersome. In many instances, our average days vacant time is attributable to the administrative burden of complying with the state regulations
- ☐ Other (please specify) _____

Resident Services and Resident Participation

39. In 2011, the Connecticut legislature enacted a new state statute (Public Act No. 11-72, codified at Chapter 128 Section 8-64C) requiring resident participation in the revitalization of state public housing. The statute reads, **in part**:

Any housing authority that intends to undertake the major physical transformation or disposition of any real property or portion thereof that is owned or managed by such authority shall notify all residents of such real property of its intention as soon as practicable. Such authority shall, in conjunction with the residents of such real property and any duly elected and constituted tenant organization that represents such residents, implement a resident participation plan for such major physical transformation or disposition activities. The authority shall negotiate in good faith the provisions of such resident participation plan with such residents and tenant organization. If a duly elected and constituted tenant organization represents the residents of such real property, the authority shall make all reasonable efforts to enter into a signed agreement.

The statute then describes specific elements the resident participation plan should include and ways in which residents should be involved. Please check the amount of technical assistance you will need to be in compliance with this statute.

- ☐ We will need significant technical assistance or training
 - ☐ We will need some technical assistance or training
 - ☐ We will not need any technical assistance or training
40. Do you currently have one or more active resident associations/councils?
- ☐ Yes
 - ☐ No
41. Check the description that best describes your engagement with residents around revitalization projects:
- ☐ We have always engaged residents in any revitalization project we have undertaken. This new legislation is very similar to our normal practice with residents around any major initiatives.
 - ☐ We have been involved in a revitalization project since this legislation passed and we have engaged/are engaging residents consistent with its requirements.
 - ☐ We recently completed a revitalization project but it was done before the legislation took effect. This will be a new requirement for us.

- ☐ We have not implemented any revitalization projects in last several years. This will be a new requirement for us.
 - ☐ The owner is not a housing authority, so this statute does not apply to us.
42. If you have engaged residents in capital planning or a rehabilitation project, what percentage of the households do you estimate participated?
- ☐ Less than 5% of households
 - ☐ 5-10% of households
 - ☐ 11-25% of households
 - ☐ 26-50% of households
 - ☐ 51-75% of households
 - ☐ Over 75% of households
43. Please check all of the types of resident programming currently in place at your state-sponsored housing properties:
- ☐ Eviction prevention and household stability support
 - ☐ Program referrals
 - ☐ Adult education and GED
 - ☐ Job training
 - ☐ Financial coaching, financial skills training or credit repair
 - ☐ Youth afterschool programming
 - ☐ Elderly services
 - ☐ Health care
 - ☐ Meals on wheels or nutrition programs
 - ☐ Assistance with activities of daily living (i.e., services for the elderly or those with disabilities)
 - ☐ No resident programming currently in place at the properties
 - ☐ Other (please specify) _____
44. Who is the primary person who arranges resident programming at the site?
- ☐ Resident services coordinator
 - ☐ Executive director or CEO of the owner/sponsor
 - ☐ Property/site manager
 - ☐ Third party management agent
 - ☐ Not applicable – we don't provide resident programming
 - ☐ Other (please specify) _____

45. If you have a resident services coordinator, check below how you pay for the position. Please check any that apply.

- ☐ From the property budget
- ☐ From a state Resident Services Coordinator grant
- ☐ From some other type of grant
- ☐ Other (please specify) _____

Property Strategy and Property Information.

46. Please fill this question out with respect to each of your state-sponsored housing properties. If you have more than one state-sponsored housing property, the form will allow you to repeat the question for each property. If one site was implemented in multiple phases which are fundamentally the same, feel free to combine your answers into one set of answers, provided you note both property names in question 46(a).

- a) Name of Property _____
- b) Do any of the unit types at the property have more than one bathroom (i.e., 1.5 baths, 2 baths, etc.)?
 - ☐ No
 - ☐ YesIf yes, which unit types? _____
- c) A frequent capital planning question is to analyze the pros and cons of converting the property heating system to natural gas. This is particularly relevant given that the State of Connecticut has some (limited) funding available to promote this conversion. Currently, is there the potential to bring natural gas to this property?
 - ☐ We heat with gas already
 - ☐ We already use gas for things other than heat
 - ☐ There is gas in the street near the property
 - ☐ There is no gas service to the neighborhood
 - ☐ I don't know whether there is gas service to the neighborhood
- d) If you had an infusion of capital beyond what is necessary for immediate capital replacements, which four of the following would you be most inclined to pursue?
 - ☐ Add accessibility features or accessible units
 - ☐ Upgrade kitchens and baths
 - ☐ Upgrade green capacity of building systems
 - ☐ Add community or program space
 - ☐ Add other amenities

- ☐ Transform the façade or appearance of the property
- ☐ Reconfigure existing units to create fewer, larger units within the existing square footage of the property
- ☐ Reconfigure existing units to create more, smaller units within the existing square footage of the property
- ☐ Add units or increase the size of the units by increasing the square footage of the building(s)
- ☐ Reduce density/reduce the total number of units by relocating some units to another location
- ☐ Demolish and reconstruct or redevelop the property for housing
- ☐ Sell the property and use the proceeds, together with the infusion of capital, to build housing in another location
- ☐ Decline the infusion of capital and sell the property outright (no replacement)
- ☐ None of the above – “if it’s not broke, don’t fix it”
- ☐ Other, please identify: _____

e) Feel free to add explanatory detail in connection with the options you selected in the last question or other ideas you have for the property.

f) How well do the current rent levels cover the true or real cost, including funding of your Repair, Maintenance and Replacement (RM&R) Reserve, of operating this property? Check the answer that best applies:

- ☐ The current rent levels are adequate and appropriate
- ☐ The current rent levels are insufficient to provide decent, safe and sanitary housing
- ☐ The current rent levels are insufficient to provide market competitive housing

g) What is your best guess as to the trend lines for this property’s Repairs, Maintenance and Replacement (RM&R) Reserve balance over the next five years?

- ☐ Balance will likely increase
- ☐ Balance will likely decrease
- ☐ Balance will likely remain approximately the same

h) If you had the potential to change the state program admissions and continued occupancy policies for the property or reposition it in your market, what would you do? (Examples might include converting some or all of the units to elderly units, changing income qualifications, changing leasing procedures, etc.)

Do you have another property to review?

- ☐ Yes
- ☐ No

Stakeholder Matters

47. Check the column that best describes the nature of the conversation between staff (including the Executive Director or CEO) and the Board or Equity Owner of the organization on long term plans and strategies to achieve long-term sustainability for your state-sponsored housing properties.

	Staff and Board/Equity Owner have discussed this significantly and views are well aligned	Staff and Board/Equity Owner are discussing this issue	Staff and Board/Equity Owner have not discussed this issue
Rent structure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rent increases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Income tiers or rent tiers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing and target population(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Partnering with other housing providers to share resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Partnering with other local organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Using reserves to support capital improvements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Building internal capacity to direct a revitalization project of scale	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

48. Please indicate the areas of expertise represented on your Board. Please check any that apply.

- ☐ This organization does not have a Board
- ☐ Affordable housing professional (active or retired)
- ☐ Banking, finance or accounting professional (active or retired)
- ☐ Legal professional (active or retired)

- ☐ Construction supervision or architectural design professional (active or retired)
- ☐ Governmental employee in housing, community development, economic development, planning or senior administration overseeing any of these functions (active or retired)
- ☐ Property management professional (active or retired)
- ☐ Social worker or social services professional (active or retired)
- ☐ Resident of the organization's housing portfolio

49. Please indicate the approximate average tenure of your Board members' or equity owners' involvement with the organization. On average, they have been on the Board or held an ownership share:

- ☐ Less than 2 years
- ☐ More than 2 years but less than 5 years
- ☐ More than 5 years but less than 10 years
- ☐ More than 10 years but less than 20 years
- ☐ More than 20 years

50. Check the level of local community (neighborhood, municipality, social service providers, etc.) support you currently receive for your state-sponsored properties (monetary, political or other):

- ☐ Excellent
- ☐ Very good
- ☐ Good
- ☐ Mixed
- ☐ Fair
- ☐ Poor

51. If you'd like, please provide additional detail regarding neighborhood or local dynamics which would inform your decision-making with respect to capital planning and/or repositioning decisions for your state-sponsored housing portfolio.

52. Please describe **the Board's or the Equity Owner's** primary goals with respect to the state-sponsored portfolio and the current status of those efforts. (Goals could include specific financial, social, physical or mission objectives.)

-
-
-
53. Please describe **your** primary goals with respect to the state-sponsored portfolio (beyond the Board's goals described above) and the current status of those efforts.

-
-
-
54. Final thoughts. Please provide any other thoughts or information that you think would be relevant or useful in the development of a recommended capital plan for your properties.

Thank you for completing the CHFA State-Sponsored Housing Portfolio Capital Plan Questionnaire. Your participation is critical to developing an accurate understanding of your properties and operation.

If you have questions about this survey, or want to have a follow-up conversation about your responses, please contact us at CHFACapitalPlan@RecapAdvisors.com.

17. Appendix G – Owner Questionnaire Results

The Owner Questionnaire provided significant texture regarding the owners' perspectives of the State-Sponsored Housing programs. The following amplifies on the summary of the questionnaire results contained in Chapter 5 of the report. The questionnaire was distributed online and in hard copy. The response rate was exceptional. Recap received completed questionnaires from 139 owners representing 275 (98%) of the 281 State-Sponsored Housing properties in the Capital Plan study group. The questionnaire included 54 multiple choice and open-ended questions on topics such as:

- The owner's organization, capacity and current experience
- Perceptions of the State-Sponsored Housing regulations and their impact on property operations
- The owner's annual budgeting process and its impact on operations
- The owner's impressions of the market
- Resident engagement and resident services
- Property information and
- Stakeholder issues.

A. **Challenges in Implementing the Revitalization Initiative**

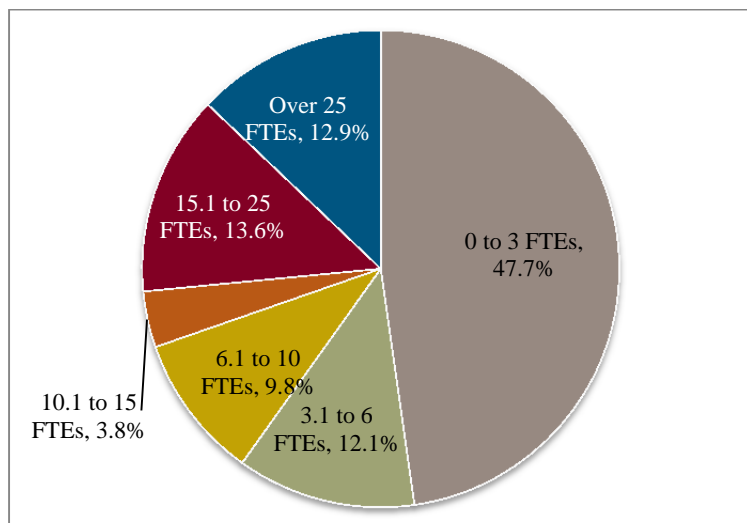
The owner responses indicate the following challenges in implementing this revitalization initiative for their properties:

1. Owners will need assistance beyond their existing staffing in implementing their capital plans.

As indicated in Figure 43, nearly 60% of the respondents have a staff of six or fewer "full time equivalents" (FTEs, in which two half-time employees would be considered one FTE).²⁶ Larger owners tend to have larger staffs; 26% of the owners have a staff of over 15 FTEs. However, even among these larger owners, almost none of their employees are directly responsible for routinely overseeing capital plans. Only two respondents listed modernization coordinators among their staff, and one respondent with a modernization coordinator also had a special projects coordinator, positions whose job descriptions may be focused on overseeing capital projects.

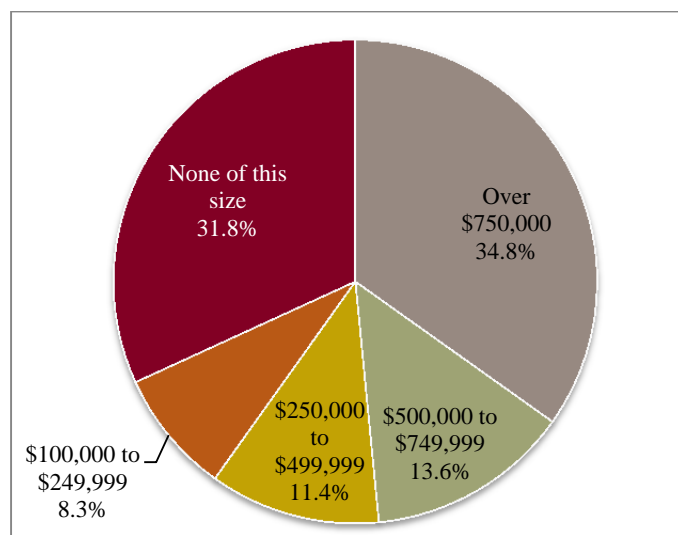
²⁶ The staff count includes property management and maintenance personnel.

Figure 43: *Size of Respondent Organizations*



Although there has been modest activity in capital projects over the past five years among the respondents, gearing up for capital projects of any significant size will be necessary. The data reflected in Figure 44 indicates that the majority of owners have not completed a construction or rehabilitation project greater than \$500,000. Just 49% of respondents have completed a construction or rehabilitation project of this size: 14% have completed projects between \$500,000 and \$750,000; and 35% have completed projects over \$750,000. In contrast, over 87% of the recapitalization transactions identified in the Capital Plan anticipate construction projects of over \$750,000.

Figure 44: *Largest Construction/Rehabilitation Project Completed by Respondents*



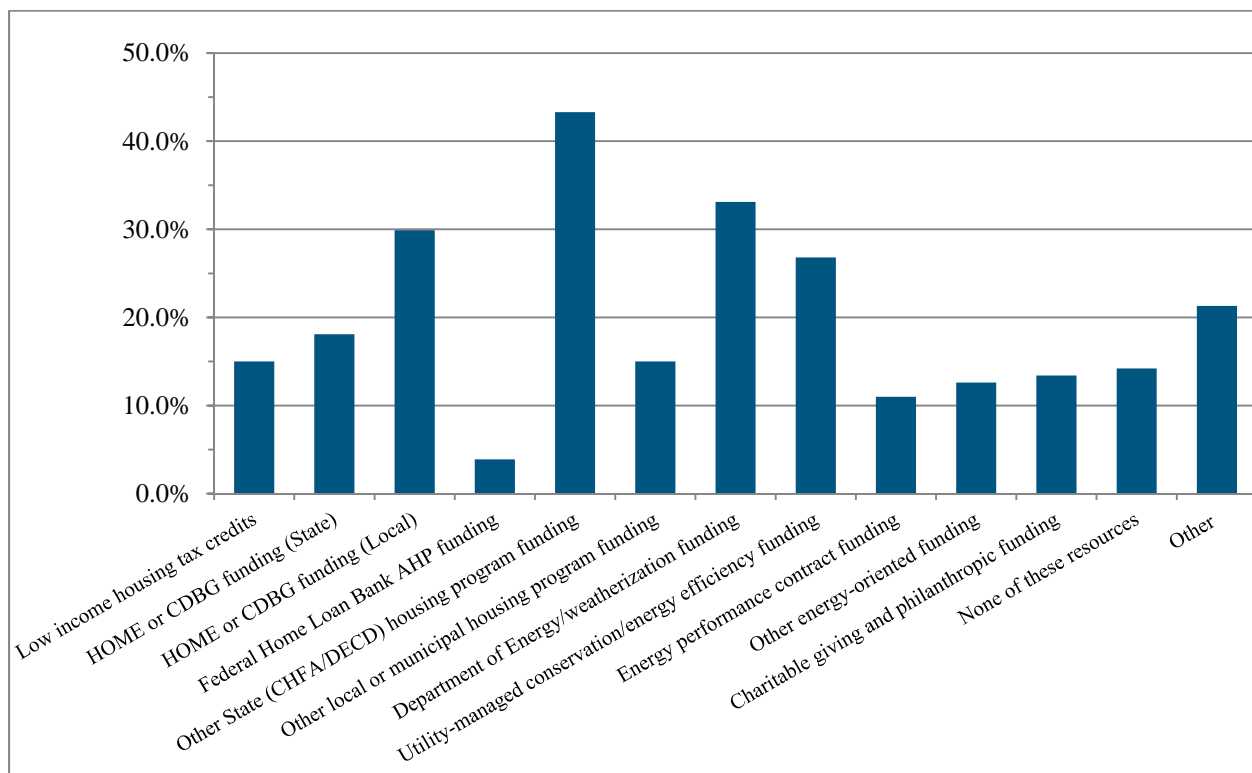
Where there has been construction activity, third parties were generally used for the architectural, engineering, general contracting, clerk of the works and legal functions. Accounting, project management and project financing/financial projections were about evenly divided between the Owner and a third party.

Owners reported that if they were to undertake a capital improvement project for a property with a total hard construction cost in excess of \$500,000, they would be likely to use third parties for the architectural, engineering, general contracting, legal and clerk of the works roles. They were fairly equally divided in whether or not they would take on the related accounting, project management, project financing/financial projections roles. This estimate of how future capital projects would be managed mirrors most recent practice.

2. Familiarity with Affordable Housing Resources.

Owners are familiar with using various resources for their capital improvements, but many will have to get up to speed with those recommended to implement this plan (e.g. LIHTCs). The most common funding resource utilized by respondents has been CHFA or State program funding (43%). The next most common resource was the Department of Energy weatherization funding (33%), followed by HOME or CDBG funding from the local municipality (30%) and utility-managed conservation or energy efficiency funding (27%). More than 20 resources were identified, but LIHTCs were used less frequently (15%) than many other funding sources.

Figure 45: Funding Sources Accessed for Capital Improvements



3. Owners will need some assistance or training with the 2011 resident participation statute related to state public housing revitalization.

In 2011, the Connecticut legislature enacted a Connecticut General Statute (CGS) Chapter 128 Section 8-64C²⁷, requiring resident participation in the revitalization of state public housing. Such resident participation is to include the negotiation of a resident participation plan with residents and resident agreement where applicable with any duly elected tenant organization. Of the questionnaire respondents, 71% reported needing either significant (26%) or some (45%) assistance or training in complying with the statute.²⁸

The majority of properties have active resident associates or councils, with 62% of respondents reporting one or more active resident associations/councils. Active resident associations may make getting residents involved in the revitalization planning process easier.

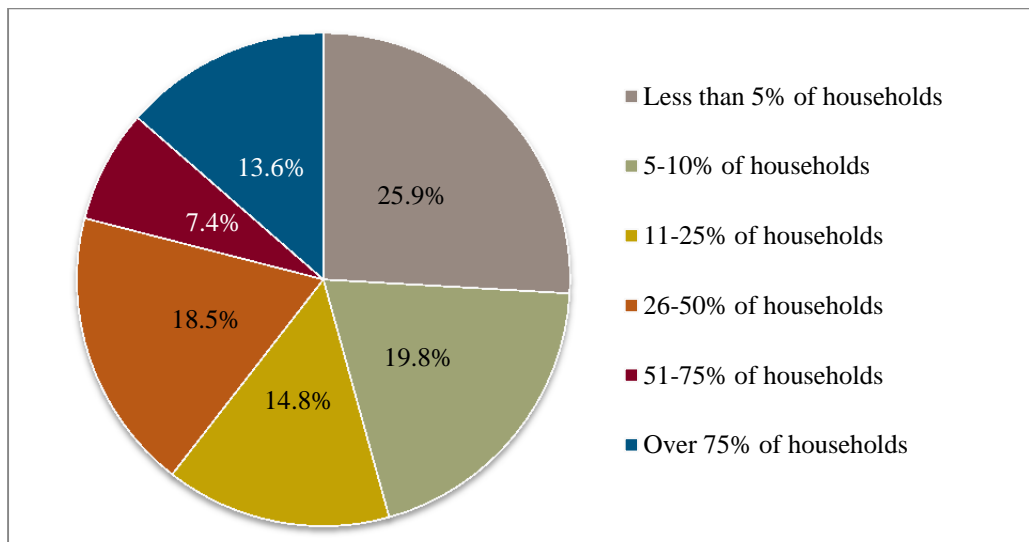
While always involving residents in revitalization projects is the historic practice for 36% of respondents, and 9% of respondents have begun resident participation planning since the legislation was passed, this will be a new practice/requirement for 34% of the owner respondents. The resident participation statute does not apply to the 21% of respondents who are not housing authorities. Removing these exempt owners from the calculation, resident involvement will be a new practice for 43% of the housing authority owners.

Lastly, when respondents have engaged residents in capital planning or a rehabilitation project, the participation has been low – owners report that 25% of households or less participate in the planning process 61% of the time.

²⁷ The full text of CGS Chapter 128, Section 8-64c. can be found in Appendix Q.

²⁸ As of November 1, 2013, CHFA has contracted with ConnNAHRO/HERC to provide technical assistance with CGS Chapter 128 Section 8-64c, requiring resident participation in state public housing revitalization.

Figure 46: *Percentage of Households Participating in Capital Planning or Rehabilitation Projects*



4. *The vast majority of owners have adopted, or are receptive to adopting, green strategies in their operations.*

Eighty-seven percent of respondents identified one or more green strategies they have already implemented or are considering implementing. The most popular responses included using Energy Star appliances, changing lighting (solar, LED lighting), weatherization (insulation, windows), energy contracts, using environmentally friendly cleaning products and resident education.

B. **Challenges in Operating State-Sponsored Housing on a Day-to-Day Basis**

Questionnaire respondents identified a number of challenges in the day-to-day operations of the SSHP properties, including operating revenue and expenses and regulatory requirements.

1. *Factors impacting property resources and operations.*

In addition to reporting on average turnover rates, vacancy rates, and tenant-paid rents, respondents also provided open-ended answers related to the impact low tenant-paid rents have on straining operations. In addition, households' practice of staying for long periods (the average turnover rates approximate those in project-based Section 8 and federal public housing properties) result in higher costs to turn over units when a move out occurs. Lastly, the average vacancy rate is higher than might be expected by an outside observer of the portfolio which reduces revenues for operations. However, these rates are consistent with vacancy rates where the time to turn over an apartment is long because of lack of funds to restore the unit to marketability, obsolescence of the unit (weak market demand) or the time needed to make a unit accessible for those with disabilities. All of these reasons were common responses to an open-ended question regarding the reported occupancy information below.

	Entire State-Sponsored Housing Portfolio²⁹	Elderly/Disabled Properties	Family Properties
Average turnover rate over the past 12 months	11%	13%	17%
Average vacancy rate over the past 12 months	6%	7%	9%
Average tenant-paid rent by the end of the month over the past 12 months	\$115	\$133	\$139

2. Impact of Managing to a Balanced Budget.

SSHP program rules require that operating income must be sufficient to cover operating expenses, debt and the provision for capital improvements.³⁰ Respondents were asked an open-ended question regarding the impact on properties from the obligation to create a balanced budget. Respondents frequently cited restricted rental revenue as an obstacle to addressing needs while expenses continue to rise and offered examples of how this balanced budget requirement effects day-to-day operations. The most frequently cited examples of the outcomes associated with creating a balanced budget include deferred maintenance/capital improvements (faulty roofs, inefficient heating systems), reduced contributions to Repairs, Maintenance & Replacement reserves (RM&R), insufficient reserves for capital needs, and raised rents and insufficient resources to hire staff with the skills needed to manage increasingly regulated, aging state-sponsored properties.

Additionally, fewer than 30% of the respondents use a fee accountant to assist in the annual budgeting process. Only 10% use a fee accountant to prepare the budget for Board/staff review with another 20% collaborating with a fee accountant to prepare the annual budget. Many SSHP owners may need accounting assistance as they move forward with the recapitalization transactions.

3. Operating Shortfalls.

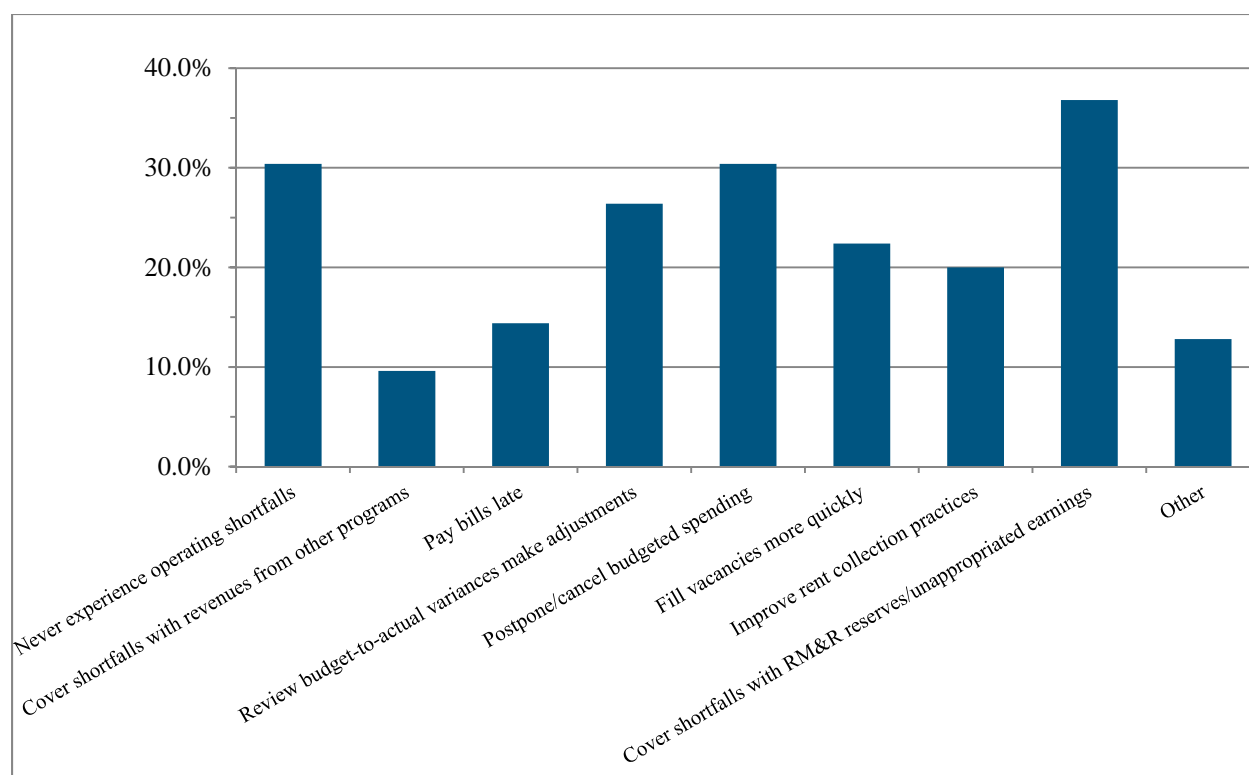
Operating shortfalls are common within the portfolio, with 70% of respondents reporting some recent history with shortfalls. There were 125 responses to the survey question regarding how operating shortfalls are covered at the SSHP properties. Respondents could identify as many

²⁹ The “Entire State-Sponsored Housing Portfolio” averages do not correspond directly to the “Elderly/Disabled” and “Family” averages due to questionnaire response inconsistencies.

³⁰ While there is no specific Connecticut statute requiring a balanced budget, the State does not allow any housing authority or non-profit to operate these housing projects for profit. Each SSHP property’s Assistance Agreement requires that the owner will operate and manage the project within the terms of the agreement and of the “approved management plan budget.” The management plan budget format was established by DOH and outlined in the Accounting Manual (last revised by DECD in 2006). The manual requires that property’s income and expense lines to balance, and the appropriation of any earnings into Repairs, Maintenance and Replacements (RM&R).

strategies as applied. The most common strategies respondents used to cover expenses were to make adjustments in spending, or use RM&R reserves or un-appropriated retained earnings.

Figure 47: Strategies for Covering Operating Shortfalls



4. Resident Services Programming

Resident services programming is provided by 75% of respondents, with primary emphasis on the elderly. The most common resident programming includes providing referrals to services provided by other organizations in the community and arranging on site programming such as meals on wheels, assistance with activities of daily living, health care and the like. While these services are desirable and appreciated, respondents frequently noted the challenges of mixing the elderly and young disabled populations without the appropriate service support. Less than half (46%) of respondents have a resident services coordinator, typically paid for by the State. The executive director or property manager provides the resident services programming in another 20% of the organizations using whatever time and expertise they have. Owners report having less skill and experience providing service programming to young disabled.

C. Challenges Presented by the Regulatory Environment

Many of the owner concerns listed above are related to challenges that are somewhat inherent in operating affordable housing for low- and extremely-low income households, although perhaps particularly acute at SSHP properties. However, some of the concerns are specific to the structure of the SSHP programs. Through a series of open-ended questions (i.e., requesting

owner-produced narrative without the suggestion of multiple choice answers), the questionnaire sought to identify the statutory and regulatory issues most impacting owner's efforts and to identify opportunities for future improvement.

1. Statutory and regulatory requirements with negative impacts on property operations

Respondents were asked to identify statutory and/or regulatory requirements that negatively impact their ability to efficiently and effectively administer State-Sponsored housing units and their negative impact. Owners interpreted this open-ended question in various ways, with 51 (37%) of questionnaire participants providing responses. The most commonly referenced regulations and impacts from the questionnaire are summarized below:

Requirements and Regulations	Negative Impact
Mixing of elderly and disabled	Conflicting lifestyles. Loss of elderly units. Increased costs with disabled. Don't have appropriate services for this mixed population.
Income certification/recertification process	Time consuming; costly, especially for small projects
Regulatory reporting/annual audit	Time consuming; costly, especially for small projects
Wait list management ³¹	Cumbersome; unclear; burdensome
State requirement of generator backup for elderly housing ³²	Unfunded mandate: cannot afford; increased expenses.
Tenant commissioner elections ³³	Difficult to interpret. Administrative burden.
Eviction procedures ³⁴	Onerous; costly
Inconsistent income limits/rent calculations	Administrative burden; confusion

³¹ CT Department of Economic and Community Development, Title 8 Housing Regulations, Department of Housing Part 1 Affirmative Fair Housing Marketing Requirements, Section 8-37ee-304. Selection process; Section 8-37ee-605. Selection methodology. The full text of the regulation can be found in Appendix Q.

³² Proposed H.B. No. 6170 would require adequate power generation in the event of an outage to ensure the safety and well-being of elderly persons. The full text of the proposed bill can be found in Appendix Q.

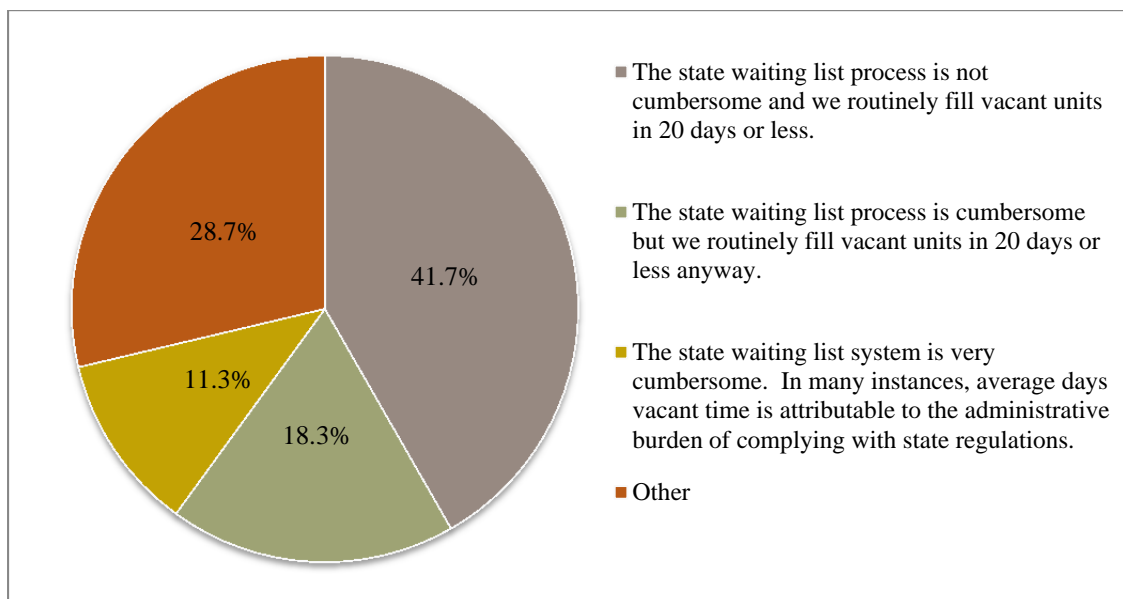
³³ CGS Chapter 128. Section 8-41. Appointment. Qualifications and tenure of commissioners. Selection of tenant commissioners. Commissioners authorized to serve as justice of the peace or registrar of voters. The full text of the statute can be found in Appendix Q.

³⁴ CGS Chapter 128. Section 8-73. Eviction of families having income over maximum limits. Waiver of eviction requirement.; CGS Chapter 832. Section 47a-42. Eviction of tenant and occupants from residential property. Removal and sale of unclaimed possessions and personal effects. The full text of the statute can be found in Appendix Q.

Security deposit must be returned to elderly tenant after one year ³⁵	Administrative burden; loss of damages resource
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The impact of the current state-regulated waiting list system³⁶ on owners' ability to lease vacant units in a timely way was raised as an issue early in the discussions with owners about the Capital Plan. As a result, a specific question on this topic was included in the questionnaire. While 42% of respondents did not find the state waiting list regulations cumbersome and routinely filled their vacant units in 20 days or less; 18% found the waiting list regulations cumbersome, but did not impact their ability to quickly lease up vacant units; and 11% found the waiting list system very cumbersome and attributed to delays in unit leasing.

Figure 48: *Impact of State Regulated Waiting List System on Ability to Lease Vacant Units*

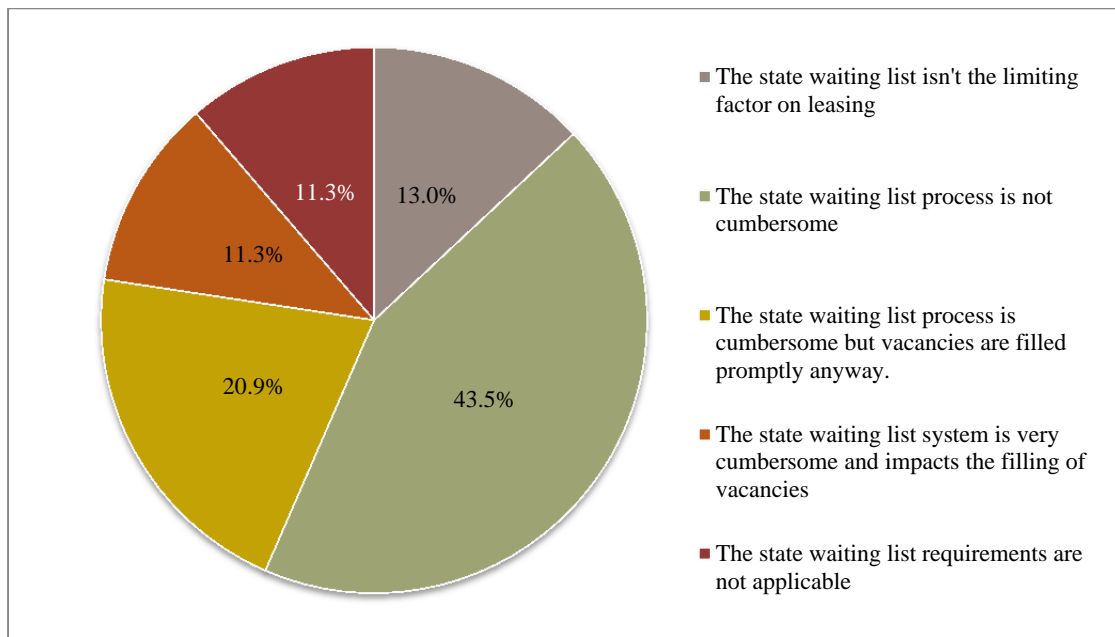


Of the respondents to this waiting list question, 29% identified “other” as their response as to impacts on their ability to lease vacant units. Several owners indicated that a factor unrelated to the waiting list, such as the condition of the unit, the extent of rehab required or obsolete units, is the limiting factor for filling vacancies. In addition, 11% of the respondents indicated that they do not maintain a waiting list or are not subject to the state waiting list process. Recap classified these “other” responses and determined that 32% perceived the waiting list process as cumbersome. This figure rises to 36% when those who do not maintain a waiting list under the state waiting list process are removed from the calculation.

³⁵ CGS Chapter 831, Section 47a-22a. Interest payable on security deposits of senior citizens and disabled persons in public housing. The full text of the statute can be found in Appendix Q.

³⁶ CT Department of Economic and Community Development, Title 8 Housing Regulations, Department of Housing Part 1 Affirmative Fair Housing Marketing Requirements, Section 8-37ee-304. Selection process; Section 8-37ee-605. Selection methodology. The full text of the regulation can be found in Appendix Q.

Figure 49: *Impact of State Regulated Waiting List System on Ability to Lease Vacant Units with “Other” Responses Reclassified by Recap*



2. *Recommended program improvements and their anticipated impact.*

The questionnaire respondents were also asked to identify any legislative and/or regulatory changes other than increased funding that would enhance their ability to efficiently and effectively administer their state-sponsored housing portfolio and/or have a positive impact on the residents and 46 (33%) of questionnaire respondents provided detailed suggestions. They also commented on the anticipated impact of any change. The most common recommendations and their impact are summarized below:

Recommended Program Improvements	Anticipated Impact of Change
Discontinue/limit mixing elderly and disabled populations; allow senior only housing designation	More livable environment for both populations; appropriately targeted services
Income maximization strategies, more rent setting discretion, allowance for greater income eligibility range	Broader mix of incomes; enhanced marketability; greater income to project.
Lessen or eliminate surplus cash restrictions	Greater owner flexibility in management
Reduce reporting and recertification frequency (e.g. bi-annual for those on fixed incomes). Various formulas offered, but essentially reduce reporting volume by half	Reduce administrative burden/cost/errors/delays
Develop a consolidated, streamlined reporting protocol/regulations among agencies	Reduce administrative burden/cost/confusion
Simplify waiting list procedures	Quicker unit turnaround times; higher occupancy; more revenue
Streamline process for project based RAP certificates	Reduce administrative burden/cost
Allow ability to collect and hold security deposits for elderly/disabled units	Provide incentive to residents to return unit in good condition at move out. Reduce unit turnover costs.
Allow/provide/ make resources available for broader range of resident services	Better, earlier care and/or referrals for residents. Healthier environments for all. Mixed populations have broader range of service. 24% have no services at all.
Allow more funding opportunities to small PHAs	Broader opportunities beyond using their municipalities to obtain Small Cities funding; allow access to private financing for improvements, sustainability
Revise tenant commissioner election requirements and tenant participation requirements	Reduce administrative burden/cost

18. Appendix H – Detailed Description of Owner Outreach and Participation

During the research design process, Recap consulted with representatives of the owner community in an effort to ensure that the Recap team would have access to the most accurate information and that the process would minimize the burden on owners. Recap also sought to create an end product that would be useful to CHFA and DOH at a policy level and that owners and residents would find useful as they engage in the process of refining their recapitalization plans, informed by the recommendations in the Capital Plan.

Approximately two weeks after execution of the Capital Plan engagement and the kick-off meeting with CHFA in October, 2012, Recap's project executive – Thomas R. Davis, Senior Vice President – met with the leadership of the Connecticut Chapter of the National Association of Housing and Redevelopment Officials (ConnNAHRO) to discuss planning for the Capital Plan effort.³⁷ The goal of this discussion was to gather the owners' perspectives before forming strong opinions regarding how to implement the Capital Plan research program, and to open the lines of communication early in the process. The agenda included issues such as how to ensure that the Capital Plan would be useful to owners, what information they felt would be important for Recap to consider, how to most effectively gather the important information, concerns regarding the process or the use of the Capital Plan, strategies to mitigate their concerns, etc. The discussion addressed all of these topics, as well as a wide range of other ideas and suggestions.

A major theme that emerged from this discussion was the need to involve the owners on an ongoing basis – during data collection and during the analytic process – and to educate owners regarding the implications of the Capital Plan recommendations. As a result, Recap provided several opportunities for feedback and input into the research design and analysis process.

Recap and CHFA also organized two public meetings for owners of SSHP properties to present the emerging research framework for the Capital Plan and to solicit suggestions and reactions. The first of these meetings, held on November 16, 2012, was attended by representatives of approximately 15-20 owners. The second, on November 27, 2012, was co-sponsored by ConnNAHRO's small housing authority association, and attracted representatives of approximately 30-40 owners.

The Recap team maintained communications with the ConnNAHRO leadership as Recap developed the research design. For example, Recap floated topic ideas for a questionnaire to solicit owners' opinions at the initial October meeting, which were outlined in the two public presentations. Once the draft questionnaire was prepared, Judy Weber of Viva Consulting met

³⁷ The ConnNAHRO leadership in attendance was Kate Forcier, Executive Director of the Wethersfield Housing Authority, Neil Griffin, Executive Director of the Glastonbury Housing Authority, Jeffrey Arn, Executive Director of the Vernon Housing Authority, Scott Bertrand, Executive Director of the Enfield Housing Authority, Kevin Nelson, Executive Director of the Stratford Housing Authority and Cathy Branch Stebbins, Executive Director of ConnNAHRO. CHFA staff Lynn Koroser-Crane and Debra Olson also participated in this meeting.

with three of the housing authority leaders and with staff of ConnNAHRO to discuss the questions, make adjustments and gather reactions. A fourth housing authority executive director, who was unable to attend the meeting, provided comments as well. The Recap team incorporated much of the feedback received.

Finally, this group of executive directors generously acted as a “beta test” group for the site specific investigations. The Recap team implemented a soft launch of the data collection effort, focusing on the properties owned by these four housing authorities. Recap refined and adjusted the data collection plans in response to the experiences at these properties and to the feedback received from the ConnNAHRO leadership.

As noted above, a major priority in planning this research was to have the owners inform, review and respond to data gathered about their own properties prior to any conclusions being drawn from the research. Recap and CHFA made a commitment to this inclusion in the process and have sought to implement this commitment throughout.

1. Data Collection

Once the research plan was developed, the Capital Plan team sought to ensure that data specific to each property was either owner-generated or owner-reviewed. This guided the procedures for all four of the input streams: the property data, the capital needs assessments, the market research and the owner questionnaire.

The foundation data for the study is information in CHFA’s databases provided to CHFA by the owners. Recap included key data points in the site-specific analyses shared with the owners during the analytic process so that errors could be corrected.

In connection with the capital needs assessment, the On-Site Insight capital needs assessor was accompanied by a representative of the owner at every property. On multiple occasions, Recap and OSI stressed to the owners that this guide should know the site well. The owners’ representatives were able to highlight concerns which were not as evident to visual inspection, to describe maintenance histories and to provide significant texture about the operation of the property.

Some owners were also involved in the market research. AMS Consulting LLC completed a property market condition assessment on a sample of 125 properties. In each of these assessments, the AMS analyst relied on data from the subject property with respect to rents, waiting lists and various other market variables. All of this data was provided to AMS from the owners, either directly or in the form of reports which the owners had filed with CHFA.

Finally, the Recap team gathered information about the qualitative context for each property directly from each owner through the questionnaire. The questionnaire allowed the owners to share information about their operations, perception of the market dynamics affecting their properties, and strategic directions for the property that have been considered.

2. *Analytics*

While owner input at the front end is critical to quality data and to help Recap understand the properties, owner input at the back end of the process is equally important. Recap and CHFA shared with the owners the property-specific analyses for feedback and comment before they were finalized or incorporated into public reports. This feedback occurred through two mechanisms.

First, upon completion of the draft CNA, the draft was sent to the owner or the owner's designated representative shortly after the On-Site Insight site visit as a "preliminary" document for feedback. The owners were invited to comment on the CNA and the On-Site Insight team considered the owner feedback, either incorporating it into a revised version of the document or conveying the issue to the Recap project executive if it went to a broader research design issue. Given the importance of the capital needs assessment data for the full Capital Plan analysis, the owners were given this opportunity to review and comment, and revisions to the CNA were completed, well before any site-specific modeling was done.

Second, upon completion of the draft site-specific property analyses, with financial modeling and transaction recommendations, Recap shared the draft conclusions and draft transaction recommendation with the owners. This distribution to the owner included a) the capital needs assessment, b) the town market context assessment, c) the most closely applicable property market condition assessment, d) the site-specific property analysis, e) the architectural redevelopment studies, if applicable, and f) a memo providing guidance regarding how the analysis had been conducted and how to interpret the information and recommendations presented in the site-specific property analysis. A copy of this guidance is included in Appendix I.

Upon receipt of this package, the owners were invited to make corrections or comments or to raise concerns regarding the analysis and/or the property-specific recommendation. To familiarize the owner community with these packages before they were distributed, Recap's project executive – Thomas R. Davis – presented the materials at a session during the annual ConnNAHRO convention on August 27, 2013. In addition, to ensure that the owners could ask questions about the materials, Recap conducted two on-line webinars for the owners on October 7 and October 11, 2013. In all three venues, owners asked a wide range of questions and in the two webinars, the Recap team stayed on-line until all questions had been asked and responded to.

19. Appendix I – Guidance for Understanding and Using the Site-Specific Capital Plan Property Analyses

Please see the attached.



To: Owners of Multifamily Apartments in the
Connecticut State-Sponsored Housing Portfolio
Capital Plan Study Group

From: Recap Real Estate Advisors Capital Plan Team

Date: October 1, 2013

Subject: Site-Specific Capital Plan Property Analyses

You are receiving this package because you are the owner of one or more properties in the Connecticut State-Sponsored Housing Portfolio. The Connecticut Housing Finance Agency (CHFA) has hired Recap Real Estate Advisors (Recap) to develop a Capital Plan for the portfolio. The Capital Plan will help CHFA and the Connecticut Department of Housing (DOH) to plan for potential State-funded capital investments in the portfolio and for the potential award of additional Rental Assistance Payment (RAP) contracts to some properties in the portfolio.

As part of the Capital Plan effort, Recap was asked to study each property individually and to develop property-specific recommendations. These recommendations are based on the data which is currently available in the course of a broad reaching project such as this. When we aggregate the property-specific recommendations into the overall Capital Plan for the portfolio, the Plan should provide a framework which is flexible enough to incorporate more information over time.

Owner Review and Comment

We have also committed to providing you, as the owner of each property, with an opportunity to react to and comment on the property-specific information before it is incorporated into the Capital Plan report for CHFA. This package includes all the material which you should review. In this package, you will find the following documents:

- Guidance for Understanding and Using the Site-Specific Capital Plan Property Analysis. This describes the components of the Property Analysis report and how certain assumptions and data are used in the analysis.
- Property Analysis. This document includes summary information about the research we incorporated into our analysis as well as the property-specific recapitalization strategy recommendation.
- A Capital Needs Assessment for each Property. Over the course of the last several months, a capital needs analyst from On-Site Insight (OSI) met with you or your staff, conducted a site visit and prepared a capital needs assessment (CNA). The CNA was shared with you or with the contact you designated, at which time you were invited to offer comments. Enclosed in this package is a duplicate copy of CNA which was finalized following the comment period.

- A Market Analysis. Recap engaged AMS Consulting to do market studies on a sample of about one-third of the properties in the portfolio. If your property was not one of the ones in the sample, the market analysis in this package is the one that most closely applies to your property.
- A Town Market Scan. AMS Consulting also prepared an overview of the market for every host municipality. Typically, these are attached at the rear of the Market Analysis.

Please review the Property Analysis for any factual errors or misunderstandings which would allow us to present a more appropriate recommendation. Please also feel free to identify subjective disagreements with our recapitalization suggestion, which we will consider in making our final recommendation within the Capital Plan. To the extent appropriate, when we disagree with or can't incorporate your comments, we may quote or paraphrase your concerns in a supplemental page attached to your Property Analysis and included as part of the Capital Plan report to CHFA and DOH. The final report will be made available on the Internet and you will be able to access and review the final Property Analysis delivered to CHFA and DOH.

How to Provide Comments

Please submit your comments to CHFACapitalPlan@RecapAdvisors.com. If we have questions or need addition information to respond, someone familiar with your property will contact you. Please make sure to include your contact information, the name of the property, the town and the CHFA number in your comments. ***Please submit your comments as soon as possible in order to give the team time to resolve them. Comments are due no later than October 15, 2013.***

How to Learn More

There is a lot of information in this package, including Frequently Asked Questions. In addition, Recap, CHFA and DOH have organized a webinar during which you can ask questions in connection with your review of the materials. The webinar information is as follows:

Monday, October 7, 2013, 9:00 a.m. – 10:30 a.m

Registration is required. Registration and dial-in instructions will be distributed to you by e-mail on Wednesday, October 2. If you have not received the Webinar invitation by close of business Thursday, October 3, please contact CHFACapitalPlan@RecapAdvisors.com

For those without internet access or with limited comfort with computer-based presentations, CHFA has arranged for you to be able to watch and listen to the webinar on the screen from the CHFA offices. In order to take advantage of this assistance, please register with Jovanna Mejia at jovanna.mejia@chfa.org or call her at 860-571-4376. CHFA staff will be present to assist you in navigating the technology and in posing questions to the webinar presenters.

We hope that the final Capital Plan recommendations will be useful to you as well as to CHFA and DOH. We understand that the Capital Plan process has imposed upon your time and energy, and we appreciate your participation in the process. Thank you very much.

**CONNECTICUT
STATE-SPONSORED HOUSING PORTFOLIO
CAPITAL PLAN**

**GUIDANCE FOR UNDERSTANDING AND USING
THE SITE-SPECIFIC
CAPITAL PLAN PROPERTY ANALYSIS**

**Prepared by
Recap Real Estate Advisors**

October 1, 2013

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1. Background on the Capital Plan

A. Overview

The Connecticut State-Sponsored Housing Portfolio is a portfolio of approximately 300 properties with a total of over 13,000 units located all over the State. It includes family properties and those serving seniors and individuals with disabilities. While most of the properties are independent living rental communities, some are congregate living properties, offering meals and services for seniors who are not as independent as they once were. Still others are limited equity co-operatives and “mutual housing” properties.

Most of the properties were built quite some time ago and, given their age, have significant capital needs which the owners have been unable to address due to limited resources. Recognizing this need and in an effort to protect the State’s investment in the portfolio, Governor Malloy has proposed a \$300 million fund over 10 years to recapitalize the Connecticut State-Sponsored Housing Portfolio. The Legislature, indicating general agreement with the Governor’s initiative, has already committed funds for the first two years of this effort (FY2012 and FY2013).

In order to benefit from an objective, third-party analysis of the portfolio’s needs, the Connecticut Housing Finance Agency (CHFA), in consultation with the Connecticut Department of Economic and Community Development (DECD), now the Department of Housing (DOH), has engaged a team led by Recap Real Estate Advisors to develop a Capital Plan to provide an evaluation of the physical, financial and operational needs of properties in the State-Sponsored Housing Portfolio. The total Capital Plan engagement covers 305 properties. For a few properties – specifically the homeless housing portfolio of 20 sites – the Plan only included the preparation of a capital needs assessment. Of the remaining 285 properties, with 10,967 units, the plan included more detailed modeling, although the nature of the analysis for the 21 limited equity cooperatives was more discrete than for the rest of the portfolio given limited data available and the ineligibility of these properties for some of the funding programs available for multifamily rental communities.

While the Capital Plan examines each property individually and develops a recommended transaction for each property, it is important to emphasize that these recommendations are based on currently available data. The Capital Plan provides a framework for making policy decisions regarding the modernization program, but it is a broad investigation designed to frame policy discussions and is subject to adjustment with respect to the particular properties both over time and as additional information is gathered.

B. Goals and Objectives

The underlying goal of the Capital Plan is to develop a strategy to modernize the State-Sponsored Housing Portfolio in a way that ensures the long-term sustainability of the properties in the portfolio while providing an affordable housing resource for the citizens of Connecticut.

At a more granular level, this overarching goal translates into the following more detailed objectives:

- Ensure that the properties are on a long-term sustainable trajectory;
- Reflect a realistic understanding of the capital needs in the portfolio and of the funding availability;
- Provide a framework for making decisions about the allocation of the State's investment, including funding and timing decisions;
- Leverage other resources, such as private debt or low-income housing tax credit equity, to minimize the public subsidy requested;
- Consider changes in the operations or affordability of the properties as necessary to assure sustainability and to leverage outside resources;
- Assure that the portfolio provides quality, market-responsive affordable housing options;
- Minimize changes in the portfolio's current levels of affordability; and
- Protect the current residents from displacement in the event of any changes in the long-term affordability of the properties.

Through the course of the analysis, the relationship between the capital needs and the operating subsidy needs of the portfolio has taken center stage. The data makes clear that the capital needs of the portfolio are intimately tied to the current revenue levels – the current base rent levels and the current operating subsidy available. Many owners serve extremely low income households without a rental assistance contract or other form of operating subsidy and for most owners – with or without operating subsidy – the modest annual revenues have resulted in an accumulation of capital needs. The Capital Plan anticipates the award of some new operating subsidy contracts, but for those properties that don't receive new RAP contracts, the tension between maximizing affordability and stabilizing their revenue projections will remain.

Given the interplay between affordability, operating subsidy and rental assistance payments on the one hand and the ability to pay for long-term capital needs on the other, the Capital Plan analysis seeks to disaggregate these elements. The analysis has identified the revenue each property needs to operate sustainably for the long term – over 20 years. It separately identifies the capital subsidy needed to modernize the portfolio. By separating the two issues, the Capital Plan tries to present a more accurate picture of the State-wide annual cost associated with providing affordable housing to the lowest income households in the State.

C. Methodology

The Capital Plan is based on four major streams of data compiled over the past year. They are:

- Financial and operating data, drawn from the CHFA databases. This data was originally provided by you, the owners, and includes the most currently available version of each

property's operating expense history, rent levels, occupancy data and wait list data when the site analysis was begun. In most cases, this corresponds to 2010 or 2011 data.

- A recent capital needs assessment for each property, either newly commissioned in connection with the Capital Plan and completed in the Spring/Summer of 2013 or provided by the owner. The CNAs used the standard CHFA format and projected 20-year needs across 19 building components.
- Market research, including both a town market scan for every municipality in which portfolio properties are located and a more detailed property assessment for a sample of 125 representative properties – over 40% of the portfolio. The sample was selected for maximum applicability to nearby properties and examined the rent levels which could be achieved in the market, the demand at different affordability levels and potential absorption rates for different rent structures. The property assessments reflected a study of comparable properties in the community, with adjustment for amenities, unit sizes, etc.
- An owner survey which was sent to the owner contact on file with CHFA for every property in the portfolio. The survey sought to identify priorities and concerns across the portfolio and to explore topics including site operations, finances, asset management planning, recapitalization transaction expertise and resident and board engagement. We received a 98% response rate.

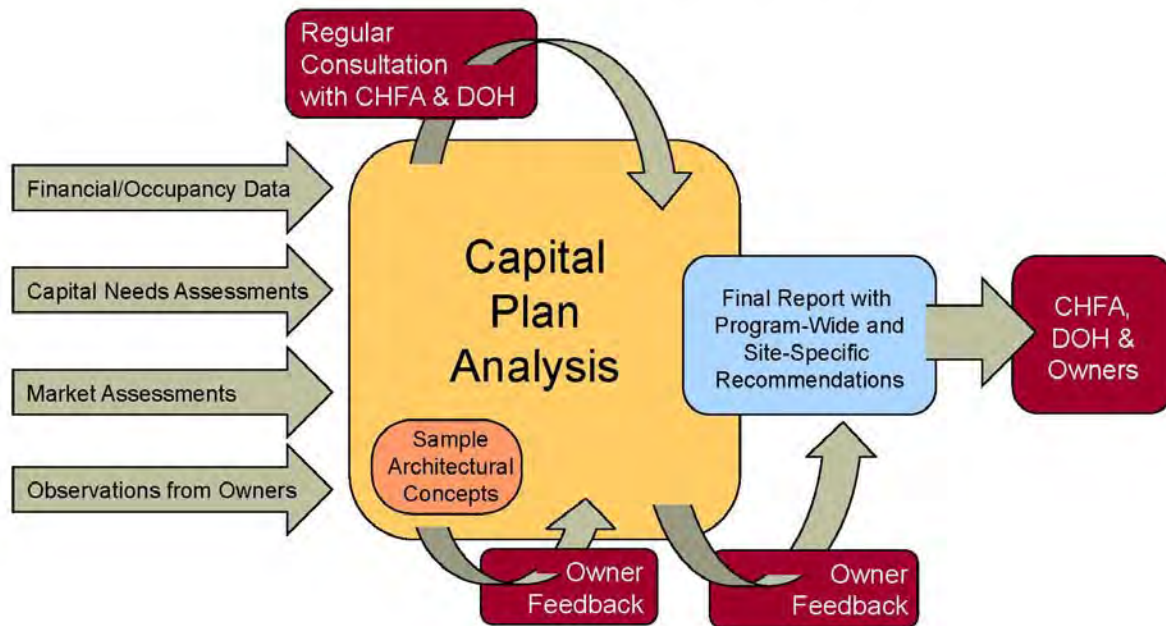
The Capital Plan effort also included additional research on green enhancements and architectural enhancements at sample properties. This research is intended to explore ideas for optional enhancements, which could be examples for properties across the portfolio, and to allow us to quantify the cost premium associated with a more ambitious green or physical redevelopment agenda. The specific additional research included:

- Green Capital Needs Assessments for a sample of 12 properties, which examine greater energy modeling and identify green solutions to a property's capital needs issues.
- Architectural revitalization concepts for a sample of 12 properties to generate discussion of what might be on the table if an owner were to pursue a vision other than recapitalization of the property as-is.

With this foundation of information and based on a series of assumptions developed in consultation with the State, the Capital Plan team has developed a draft recapitalization plan for each property – a draft site-by-site property analysis. The budgets for these site-by-site property analyses were then rolled-up into an aggregated budget for the entire portfolio. The site-by-site analyses were then revised to align the recommended expenditure of State's capital subsidy and rental assistance payment contracts with the proposed availability of those resources over the next several years. (The Governor's capital plan proposal anticipates the availability of some new rental assistance payments – RAP – contracts. These contracts would be in addition to the RAP contracts currently available across the State and are **not** proposed to divert funds from other properties currently receiving rental assistance payment support.) The revised site-by-site property analyses are being distributed to the owners for review and comment with this guidance.

Below is a graphic illustrating the process through which the Capital Plan is being developed.

Capital Plan Process



2. Structure of the Site-Specific Capital Plan Property Analyses

Each Site-Specific Capital Plan Property Analysis consists of ten sections, which fall into three major categories – baseline property information, followed by observations and recommendations with respect to operating and expense pro formas and with respect to capital transactions. Within each section, the report is structured to provide data along the left side of each page and a brief narrative interpreting the data along the right side of the page. The ten sections of the plan are:

Baseline Property Information Sections:

- Property Identification
- Property Description
- Current Operating & Capital Needs Status

Operating and Expense Pro Forma Observations and Recommendations:

- Revenue Adjustments Prior to a Recapitalization Transaction
- Revenue Adjustments Concurrent with a Recapitalization Transaction

Capital Transaction Observations and Recommendations:

- Transaction Options
- Recommended Transaction and Transaction Assumptions
- Summary of Recommended Transaction
- Summary of Capital Needs & State Subsidy Needs
- Scenario Pro Formas

Each of these sections is described in more detail in the remainder of this document.

3. Baseline Property Information Sections

Page 1 of the Property Analysis consists of the Baseline Property Information sections. An image of a sample hypothetical property is set forth below.

CHFA Capital Plan Property Assessment - Holder Place

Property Identification	
Holder Place NUTMEG, CT	CHFA Property Identification #: 99999D Current State Sponsored Housing Program: SH Moderate Rental
Total Current Unit Count: 100 Census Tract: 6000 Connecticut Congressional District: 1	This is a single, stand-alone property. As there are no other adjacent properties under common ownership, there are no opportunities for consolidation to achieve greater efficiencies of scale.

Property Description	
Tenancy Type: Family Structure Type: Duplex Number of buildings: 50 Maximum # of Stories: 2 Elevator?: None	Summary property description: The Holder Place property has 50 two-bedroom and 50 three-bedroom units. Generally, the property consists of relatively spacious units. It features amenities such as in-unit laundry and a community room.

Current Operating & Capital Needs Status	
Aggregate Capital Needs (without market enhancements): \$ 5,000,000 Capital Needs per Unit: \$ 50,000 Projected Year 1 (2014) Operating Income: \$ 20,000	Current operations at the property are projected to generate roughly \$20,000 in net operating income (NOI, or revenue after operating expenses) in Year 1 (2014). With incomes and expenses trending at 2% and 3% respectively, which is a standard affordable housing industry convention, the NOI figure decreases annually and results in negative NOI beginning in 2017. As a result, the property is not sustainable and cannot adequately address its future capital needs, projected to be approximately \$5.0 million (\$50,000 per unit) over the next 20 years.

The basic property identification includes the transaction name, location, unit count, census tract and Congressional District (See A, above). Within the portfolio, there were a number of properties that are adjacent to each other, are operated in a consolidated manner, or would be most appropriately recapitalized as a small grouping of properties. The Capital Plan recommends consolidation as much as possible, as it is extremely difficult to finance small deals with material private sector leverage. This judgment is relatively straightforward when the properties are adjacent and are fundamentally phase 1 and phase 2 of the same operational program. However, the Plan also recommends consolidation if there is a cluster of properties under common ownership in the same area, which may or may not correspond to operational efficiencies.

If the Capital Plan recommends that the properties be consolidated for purposes of future recapitalization, the Property Analysis reflects a consolidated analysis of the properties. The basic property information includes a reference to which properties are included and the program(s) they are currently operated under (see B). The Property Analysis also includes a short summary description of the consolidated property(ies) and key features, such as the number of buildings (see C).

The first page of the Property Analysis also includes a summary of fundamental data from the research, specifically the aggregate capital needs of the property over the next 20 years (see D) and the 2014 projected net operating income (NOI) (see E). The readers should note that projected 2014 operating income is trended from the most recent data available to the study team, which was generally either 2010 or 2011 data.

The data on this page should be factual information familiar to you. If there are factual errors, please bring them to the attention of the Capital Plan team.

4. Observations & Recommendations: Operating and Expense Pro Formas

A. Immediate Revenue Adjustments

Pages 2 and 3 of the Property Analysis examine the property's net operating income (NOI) potential under various repositioning strategies. On Page 2, the Property Analysis explores the potential for revenue adjustments which could be implemented in 2014, prior to the implementation of any recapitalization transaction.






Revenue Adjustments Prior to a Recapitalization Transaction			Holder Place, continued
Current average income relative to the Area Median Income (AMI):	25%		In order for the property to operate in a sustainable manner into the foreseeable future, the property would benefit from greater revenues. This can happen in one of two ways - either the property could get operating subsidy from the state or federal government, or it could charge higher rents. A higher rent structure burdens low-income households to pay a greater percentage of their income for housing and it will require that the property serve tenants with modest or higher incomes.
	Current Base Rent	Affordability (% AMI)	
Studio/efficiency unit:			Currently, base rents are set by the owner of each property, often in consultation with CHFA staff. While there varying definitions of affordability, this study considers a rent which exceeds 30% of a household's adjusted gross income to be burdensome on the household's monthly budget. In the table to the left, the base rent is identified for each unit size. The table also identifies the minimum household income level for which the base rent would be considered "affordable." The household income level is presented as a percentage of the local Area Median Income.
One-bedroom unit:	400	22%	
Two-bedroom unit:	425	19%	
Three-bedroom unit:			There are strong reasons to keep the base rents low, as low base rents provide affordable housing options for the state's lowest income residents and reduce the burden of operating subsidies on the State budget. However, if the property's revenue stream (including any available operating subsidy and any cross-subsidy from higher income residents) does not cover the cost of actually operating the property, including the cost of ongoing maintenance and capital improvements, the property itself is at risk.
Four-bedroom unit:			
Five-bedroom unit:			
Six-bedroom unit:			
	Proposed Base Rent	Affordability (% AMI)	
Studio/efficiency unit:			The Capital Plan is intended to identify the real estate needs of the State-Sponsored Housing Portfolio. In order to ensure a minimum revenue stream and in order to implement programmatic consistency regarding base rent levels, this analysis assumes that all base rents are adjusted in 2014 to equal the greater of a) the current base rent or b) 30% of the adjusted gross income of a household at 30% of AMI for the applicable household size, provided these levels do not exceed the local market. This base rent adjustment would represent a significant increase for some households. The analysis identifies the number of households that would be affected by such a change and the amount of operating subsidy needed to protect these households. If the owners elect not to raise the base rents as assumed in this analysis, the property is more likely to experience tight operating budgets towards the end of the Capital Plan subsidy period and will be less able to access leverage funding such as private debt.
One-bedroom unit:	575	30%	
Two-bedroom unit:	650	30%	
Three-bedroom unit:			
Four-bedroom unit:			
Five-bedroom unit:			
Six-bedroom unit:			
Number of current households that would be impacted by the proposed increase in Base Rent:	75		Protecting the 75 Family Households at risk in the event of a base rent increase is clearly a major concern. In 2014, the base rent increase creates the need for operating subsidy of \$175,000 to protect these households while generating the revenue equivalent to the proposed increase in the base rent.
Rental operating subsidy necessary in 2014 to generate revenue equal to raising the base rent as proposed:	\$ 175,000		This 2014 rental operating subsidy would recur annually, with inflation increases, for the next 20 years if the State determines that, as a policy matter, the property should continue serving households with an income profile equivalent to the current residents at the property. An alternative formulation assumes that, upon turnover, new residents would move in for whom the proposed base rent is affordable and tenant protection operating subsidies would no longer be necessary. This turnover strategy requires less operating subsidy from the State, but also reduces the number of units of housing available to the lowest income residents of the community. The total tenant protection operating subsidy associated with the increase in the base rent assuming that, on turnover, the units are leased to households able to pay the new base rent without assistance is \$1,500,000.
Total rental operating subsidy necessary assuming a turnover-based leasing strategy:	\$ 1,500,000		

As the base rent is established by each owner, the base rent charged varies from property to property and, as a result, the average resident income relative to the Area Median Income (AMI) differs from property to property. The Property Analysis identifies the current base rent and the household income level relative to the AMI for which the base rent corresponds to 30% of the household's income – an estimate of affordability (see A). If the property has structure deficits due to a revenue problem, the Capital Plan may recommend the property to receive a new rental assistance payment (RAP) contract, which would be identified in the associated narrative (see B). The Property Analysis also explores what the base rent would be if the State adopted a standard policy that, beginning in 2014, all base rents equal the greater of a) the current base rent or b) 30% of the adjusted gross income of a household at 30% of AMI for the applicable household size, provided these levels do not exceed the local market as indicated in the market studies (see C). This approach has significant policy implications, which are discussed briefly in the Property Analysis (see D) and will be discussed in more detail in the Capital Plan report.

Whether or not this is a desirable strategy, the base rent adjustment would represent a significant rent increase for some households. The analysis identifies the number of households that could be affected by such a change (see E). The narrative briefly references the ways this change could be implemented to protect current residents (discussed in more detail in the Capital Plan report) and identifies what subsidy would be needed on an annual basis to continue providing housing at the current levels of affordability long-term (see F). In addition, the analysis includes, as an alternative, the amount of operating subsidy which would be needed to protect current households during a transition period assuming that, through turnover and incremental rent increases, the subsidy tapers down over a 10-year period (see G). This tenant-protection subsidy was not contemplated prior to the development of the Capital Plan so its availability is currently unclear.

B. Future Revenue Adjustments Concurrent with a Recapitalization Transaction

Page 3 of the Property Analysis takes this line of thought one step further, considering the potential for income tiering to improve property revenue at the time of the recapitalization transaction. The Capital Plan team assumed that income tiering would not be viable absent additional investment in the property to position it to appeal to higher income families, albeit still within regulatory definitions of low-income households.

Revenue Adjustments Concurrent with a Recapitalization Transaction			Holder Place, continued
Household Income Level	Current Income Mix	Proposed Income Mix	 <p>With the revenue generated by the increase in the base rent or the provision of an equivalent operating subsidy, the property should operate under a sustainable revenue picture for the foreseeable future. As a result, no additional revenue adjustments from income mixing are recommended in connection with the transaction.</p>
0-25% of AMI	75	75	
25-50% of AMI	20	20	
50% of AMI or greater	5	5	
Total number of units	100	100	
Studio/efficiency unit:			
One-bedroom unit:			
Two-bedroom unit:	575	575	
Three-bedroom unit:	650	650	
Four-bedroom unit:			
Five-bedroom unit:			
Six-bedroom unit:			
Rental operating subsidy in the transaction year which would be necessary to generate additional revenue equal to that generated by income mixing:	\$	-	
Transitional rental operating subsidy necessary to protect current residents and permit a five-year transition to income tier occupancy:	\$	-	
Property used for market reference: Cross-Town Apartments			

The Capital Plan proposes the implementation of these revenue enhancements *only to the extent necessary to ensure the property's long term sustainability on an operating basis*. If the property is projected to maintain a positive net operating income (NOI) throughout the 20-year analysis period with only a base rent adjustment, the team did not consider income mixing. Further, the team assumed that a significant percentage of units will be reserved for households at the current average resident income even in an income-mixing scenario. The Property Analysis indicates the current income mix and the potential income mix (see A), as well as any

additional base rent increase which might occur at the time of a recapitalization transaction (see B). If the property is proposed to get a new RAP contract, the new RAP payment standard would be reflected in the post-transaction base rent figure.

As described above with respect to the base rent increase, the analysis also indicates the subsidy that would be needed on an annual basis to continue providing housing at the current levels of affordability long-term (see C) and the amount of operating subsidy which would be needed to protect current households during a transition period (see D). In the income-mixing scenario, the Capital Plan assumes a more rapid, 5-year transition period as most lenders and investors would be unlikely to assume that the income-mixing strategy would be effective long-term without either an up-front adjustment or a more accelerated transition. The potential for income tiering is constrained by the potential to attract a higher-income tenant demographic. The Analysis identifies which of the property market assessments was used for purposes of the analysis (see E).

5. Observations & Recommendations: Capital Transactions

The remaining 5 pages of the Property Analysis examine the potential recapitalization transactions for the property.

A. Transaction Options

The Capital Plan analysis models five different transaction scenarios for each property and considers the prospect under each scenario to address the property's capital and operational needs. The scenarios are: (1) Current, (2) Recoverable Grant, (3) CHFA/FHA, (4) 4% Low Income Housing Tax Credits ("LIHTC"), and (5) 9% LIHTC.

1. Current Scenario

The first scenario, the "Current Scenario" assumes the property continues operating as it is currently operated, with no material change in the base rent and no implementation of income mixing strategies to improve the property's revenue position. Consequently, there is no adverse impact on the current residents or on the opportunity to serve households like them into the future. The Current Scenario also assumes that the property pays for its capital investments on a year-by-year basis according to the timing projections contained in the capital needs assessment.

In performing capital investments on a year-by-year basis, it is assumed that each trade would come to the site independently, without the need for overarching coordination. The Current Scenario does not include a budget for a contractor's general requirements, overhead and profit. If needed, the owner would serve as the general contractor for the work, managing any coordination among the trades and sequencing the work appropriately. The Current Scenario also does not include an allowance for soft costs (architecture or design, relocation, etc.), since implementation of capital investments would be absorbed into the routine operation of the property. Finally, since the Current Scenario does not anticipate a unitary recapitalization transaction, the budget does not include funds for transaction costs (legal fees, financing costs, required reserves, due diligence costs, sponsor overhead and developer fee).

For some properties, projection of the Current Scenario indicates that they are currently self-sustaining and will continue to be self-sustaining into the future without significant need for State assistance. At these properties, revenue is sufficient to cover the property's capital needs, either through the annual budget or through the use of replacement reserves.

For other properties, the Current Scenario indicates that the property cannot sustain itself without regular and significant financial support and assumes that the State funds the needs of the property on an annual basis, closing any operating deficit gap and providing capital subsidies to perform the work proposed. With respect to these properties, the Current Scenario is neither a sustainable nor an efficient strategy for the State, as it would require the State to have a much more active role in supervising both capital and operating budgets. Where the owner has limited knowledge of construction and capital investment projects, the need for State supervision would be even greater. This level of oversight would correspond to a higher degree of accountability by the owner to the State and represents a level of on-going dependence on the State which is in

tension with the goal of making the properties self-sustaining over the long-term. However, under current programmatic assumptions, it is the most viable option and therefore “recommended.” The Capital Plan report will outline programmatic recommendations to reduce the number of properties recommended for the Current Scenario.

2. Recoverable Grant Scenario

The second scenario, the “Recoverable Grant Scenario,” represents a more typical transaction, but would be heavily reliant on subsidy, if available. The Recoverable Grant Scenario assumes any necessary revenue adjustments to achieve a positive net operating income (NOI) over the long term, for example, through an increase in base rent and/or introduction of a mixed-income framework, or the equivalent revenue from federal or state operating subsidy, if available. The Recoverable Grant Scenario envisions a streamlined allocation of funds from the State to the property, implemented with standardized documents and minimal legal or due diligence transaction costs. The Recoverable Grant, also known as “soft debt,” would be repaid to the State to the extent possible from cash flow. The Recoverable Grant Scenario is most frequently selected when the transaction is too small to warrant the transaction costs associated with alternative financing or if the market is too weak to support debt or equity leverage.

3. CHFA/FHA, 4% LIHTC & 9% LIHTC Scenarios

The three remaining scenarios, “CHFA/FHA,” “4% LIHTC” and “9% LIHTC,” correspond to different leverage transaction structures. Each scenario includes transaction costs appropriate to the nature of the transaction. For example, legal fees in the two LIHTC scenarios are higher than in the CHFA/FHA Scenario. Typically, the CHFA/FHA scenario would generate the least amount of funds for capital improvements and the 9% LIHTC scenario would generate the greatest amount, with the 4% LIHTC scenario falling in between.

The CHFA/FHA scenario assumes a CHFA-issued or FHA-insured first mortgage with no other financing. The Capital Plan does not presume however that these transactions will be implemented with any specific type of debt. This scenario is simply a “debt-only” approach and would work with most first mortgage debt offering favorable terms.

The two LIHTC scenarios assume both debt and a syndication of low income housing tax credits. The 4% tax credits rely on the use of tax exempt bond financing and are generally available when needed. (The analysis assumes that the tax exempt bonds will be used for construction funding in order to generate the tax credits, but may not remain outstanding at the full amount after permanent debt conversion.) The 9% tax credits are a competitive and scarce resource so cannot be assumed to be available for very many properties. In fact, the Capital Plan has not recommended any transaction for 9% LIHTC as the baseline recommendation, as the team assumed a few properties each year would seek to implement a more complex revitalization or deep-green transaction, which would compete for the 9% LIHTC resources. The Capital Plan modeling does, however, illustrate the potential funding which might be available if a property were to be financed with 9% LIHTC equity. In each of these scenarios, the Capital Plan assumes that any subsidy from the State would be provided in the form of a recoverable grant or soft debt, and would be repaid to the State to the extent possible from cash flow.

4. Underwriting Principles and Modeling Assumptions

In preparing the recommended transaction structure for each property, Recap is applying the following primary underwriting principles. Note that these underwriting assumptions apply to the entire 10-year Capital Plan period, so they do not necessarily conform to current market underwriting.

- Positive net operating income (NOI) for 20 years in order to ensure long-term sustainability unless a debt or financing transaction would require a higher NOI level at specific points in time. For example, we expect LIHTC transactions to maintain a DSC ratio in excess of 1.10 throughout the 15-year compliance period which, for transactions beginning in the last year of the 10-year Capital Plan, would end 25 years from now.
- Income trending at 2%, expense trending at 3%, pursuant to both CHFA and common industry underwriting standards.
- Base rent increases up to 30% of the adjusted gross income of a household at 30% of Area Median Income (AMI) if necessary to maintain positive NOI. Note that the analysis is also quantifying the rental assistance operating subsidy needed to protect the current tenants on a transitional basis and the operating subsidy necessary to maintain the affordability of the units at the current levels of affordability long-term in order to quantify the impacts of these important policy choices.
- An income-tiered model which establishes a higher base rent for a subset of units in the applicable property *if an increase in base rent by itself is insufficient* to maintain positive NOI. To the extent mixed-income housing is suggested, Recap is using the three income tier brackets which CHFA uses in its 9% LIHTC underwriting: 0% to 25% of AMI; 25%-50% of AMI; and over-50% of AMI. Units in each tier are reserved for households with incomes within the tier. The base rent for each tier is calculated off a 30% of AMI household income, a 40% of AMI household income and a 55% of AMI household income, respectively. All of the incomes reflected in any “mixed income” plan are still within the definition of “low income” and the property would still be use restricted as affordable housing. If income tiering is proposed for consideration, it is only to the extent necessary to achieve positive NOI and units are distributed among multiple income tiers. For example, if use of the 50% and over tier is not necessary to achieve positive NOI, Recap has modeled a tiering distribution using only the two lower-income tiers. Any income tiering is also capped by the market capture rate potential as documented in the market research. If income tiering can only succeed with physical enhancements to the property, a rough budget for the enhancements is included as a supplement to the capital needs projection. Again, the models quantify the operating subsidy which would be needed to protect the current tenants on a transitional basis and the operating subsidy necessary to achieve the same level of revenue without income tiering.
- Transaction years based the timing of the property’s greatest need with respect to critical building systems and on the extent of needs per unit.

- Deferral of non-critical capital needs until the transaction year and deferral of critical capital needs calendared in the three years prior to the transaction until the transaction year.
- A threshold of approximately \$1,000,000 in tax credit equity investment in order to consider the property viable as a low-income housing tax credit transaction. Even at this level, it may be hard to attract an equity investor to such small transactions absent additional assistance from the State.
- Vacancy at the greater of the most recently reported property vacancy or 5% in debt transactions and 7% in LIHTC transactions.
- 5% property management fee in all transactions.
- \$350 per unit annual replacement reserve deposits at elderly/disabled properties and \$425 per unit annual replacement reserve deposits at family properties.
- Operating expense savings of 5% on utilities and maintenance following the recapitalization transaction.
- Interest rates at 4.95% for debt-only transactions, 5.33% for tax-exempt bond (4% LIHTC) transactions and 5.68% for 9% LIHTC transactions.
- Equity syndication pricing at \$0.83 per \$1.00.
- Recoverable grant or soft debt repayment based on 50% of cash flow.

Page 4 of the Analysis introduces the transaction options for each property. This page includes a summary of the capital subsidy needs (see A) and of the capital subsidy plus operating subsidy needs (see B) associated with each of the transaction options. Page 4 also includes a brief summary of the potential scenarios modeled (see C).

Transaction Options		Holder Place, continued
	<div style="border: 2px solid red; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <div style="border: 1px solid black; padding: 2px; margin: 0 auto;">A</div> <div style="border: 1px solid black; padding: 2px; margin: 0 auto;">B</div> </div>	
	Capital Surplus or (Gap)	Total (Gap) Including Subsidy for Capital & Operating
Current Scenario (excluding transaction costs):	(3,000,000)	(4,500,000)
Recoverable Grant Scenario:	(8,320,000)	(8,320,000)
CHFA/FHA Scenario:	(6,345,000)	(6,852,000)
4% LIHTC Scenario:	(4,300,000)	(4,460,000)
9% LIHTC Scenario:	(1,075,000)	(1,332,000)

The Capital Plan analysis considers five scenarios and the prospect under each scenario to address the property's capital and operational needs. Each scenario's capacity to address the property's capital needs is listed to the left, as represented by the Replacement Reserve (RM&R) balance at the end of 20 years. Also at left is the total gap, including both operating subsidy needs and capital subsidy needs, over the 20 year study period.

-The first scenario, the "Current Scenario" assumes the property continues operating as it currently is operated - no material change in the base rent and no implementation of income mixing strategies to shift the property's revenue picture. Consequently, there is no adverse impact on residents or on the opportunity to serve the income demographic currently holding tenancies. The current scenario uses the baseline capital needs as the anticipated capital investment for purposes of identifying the surplus or gap. However, the current scenario - unlike the other four scenarios - does not include any allowance for soft costs (architecture or design, relocation, developer overhead, etc.) or for general contractor overhead and profit (as it is assumed each trade would come to the site independently, without the need for overarching coordination).

-The second scenario, the "Recoverable Grant Scenario" assumes any revenue adjustments described above (i.e., if the analysis suggested an increase in base rent and/or introduction of a mixed-income framework, or the equivalent revenue from federal or state operating subsidy). The Recoverable Grant Scenario envisions a streamlined allocation of funds from the State to the property, implemented with standardized documents and minimal legal or due diligence transaction costs. The Recoverable Grant would be repaid to the State to the extent possible from cash flow. The Recoverable Grant Scenario is most frequently selected when the transaction is too small to warrant the transaction costs associated with alternative financing or if the market is too weak to support debt or equity leverage.

-The three remaining scenarios - "CHFA/FHA," "4% LIHTC" and "9% LIHTC" correspond to three different leverage transaction structures. Each scenario includes transaction costs appropriate to the nature of the transaction. (For example, legal fees in the two LIHTC scenarios are higher than in the CHFA/FHA scenario.) Typically, the CHFA/FHA scenario would generate the least amount of funds for capital improvements and the 9% LIHTC scenario would generate the greatest amount, with the 4% LIHTC scenario falling in between. The CHFA/FHA scenario is a debt-only scenario, using either CHFA or FHA-insured financing. The two LIHTC scenarios assume both debt and a syndication of low income housing tax credits. The 4% tax credits rely on the use of tax exempt bond financing and are generally available when needed. (The analysis assumes that the tax exempt bonds will be used for construction funding in order to generate the tax credits, but may not remain outstanding at the full amount after permanent debt conversion.) The 9% tax credits are a competitive and source resource so cannot be assumed to be available for all properties.

B. Recommended Transaction

Page 5 of the Property Analysis outlines the recommended transaction type and proposed transaction year (see A), key underwriting assumptions that vary slightly from transaction to transaction (see B) and the capital subsidy which would be needed from the State in order to implement the proposed transaction (see C). Page 5 closes with a snapshot of both the short- and long-term picture of the property under the recommended transaction and a general transaction summary (see D).

Recommended Transaction and Transaction Assumptions		Holder Place, continued
Recommended Transaction Option:	4% LIHTC	A The capital plan recommends using the 4% low income housing tax credit scenario to finance the capital needs at this property. The debt-only scenario leaves significant capital needs unaddressed, while the use of 9% tax credits at this property would be an inefficient use of the scarce 9% resource given the competing needs within the portfolio and within the State as a whole. The 4% LIHTC scenario, however, covers the capital needs appropriately while minimizing the need for State capital subsidies.
Recommended Transaction Year	2014	
Replacement Reserve Deposit (PPV)	425	B This analysis has suggested a potential transaction year of 2014 based on a series of criteria outlined in the capital plan report. In short, the transaction year has been informed by the distribution of capital needs year-by-year at the property (i.e., when to major needs hit) and by the need to distribute the timing of capital transaction for properties within the State Sponsored Housing Portfolio over a period of years in order to manage scarce State-wide resources.
Debt Service Coverage in Transaction Year	1.7	
Debt Service Coverage in Transaction Year 15	1.10	C This property has been underwritten assuming replacement reserve deposits of \$425 per unit per year, assuming debt service coverage is maintained over 1.10 throughout the first 15 years of the new financing, and assuming hard construction capital needs of \$5.0 million.
Pre-Transaction Capital Subsidy Needed	-	
Transaction Capital Subsidy Needed	4,300,000	D The property is able to cover its capital needs from current replacement reserves through the date of the capital transaction, so no interim State support is needed.
Summary of Recommended Transaction		
Under the 4% LIHTC scenario, the property yields \$256,250 in NOI in the transaction completion year, which includes \$425 per unit per year in replacement reserve deposits. After debt service, the property generates \$156,250 in cash flow in the capital transaction's completion year, trending to \$25,000 fifteen years thereafter. Post-transaction, distribution of cash flow is governed by the terms of the transaction documents and, to the extent not restricted by the documents, could be used at the owner's discretion for ongoing capital needs, owner's working capital or the owner's other priorities. The transaction raises \$2,000,000 in debt and \$3,500,000 in equity. The transaction results in a gap of \$4,300,000, all of which would need to be covered by State capital subsidy. This compares to a needs gap of over \$4,500,000 if no transaction takes place at the property and the capital needs are addressed through routine maintenance or a needs gap of over \$8,320,000 if the capital needs are addressed in a consolidated transaction relying entirely on State capital subsidy.		

The selection of the recommended transaction considered multiple factors, including the desire to leverage State funds with private resources through debt and LIHTCs, the limited availability of competitive resources such as the 9% LIHTC, and the effort to minimize the subsidy to be requested from the State, considering interim capital subsidies, transaction subsidies and operating subsidy needs. The Capital Plan team also evaluated whether the transaction costs of the leverage transaction overwhelm the transaction as a whole (in which case the Recoverable Grant scenario was recommended) and balanced the desire to minimize the subsidy to be requested from the State against considerations such as transaction viability, reduced dependence on the State long-term and the potential need for soft costs and technical assistance. Where possible, the Capital Plan sought to avoid the Current Scenario for weak-revenue properties as the Current Scenario doesn't put the property on a long-term path for sustainable performance.

C. Impact of Recommended Transaction on Capital Needs and Subsidy Needs

Page 6 of the Property Analysis provides a summary of the property's needs under the recommended transaction. By way of background, the Property Analysis identifies the property's emergency, current and deferred needs (see A). It is noteworthy, however, that this figure does not distinguish between critical building components (roof, boiler, other property or unit mechanical systems, elevator and structural components) and finishes such as kitchen cabinetry, which may well be a deferred need, but is also not always a crisis need.

More significantly, this page of the Property Analysis outlines a year-by-year picture of the property's subsidy needs with years 1-10, corresponding to the time frame of the Capital Plan, in the left-hand chart (see B) and years 11-20, corresponding to the window for analysis of long-term sustainability, in the right-hand chart (see C). Each chart identifies the need according to two kinds of capital subsidy need (see D) and three kinds of operating subsidy need (see E).

Immediate Emergency Capital Needs		0	The chart below indicates the year-by-year capital investment needs at the property as projected by On-Site Insight. One should note, however, that On-Site Insight used a state-wide cost basis generated from the RS Means database for capital needs. Some high-cost communities can experience a premium of 10%-15% in excess of the State-wide figures. The chart also indicates the timing of State capital and operating subsidy needs assuming the transaction scenario described above.
Current Deferred Capital Needs		250,000	
Current Routine Capital Needs		750,000	

Year	Annual Capital Needs (CNA)	Capital Subsidy		Operating Subsidy		
		Pre-Transaction Capital Subsidy Needs	Transaction Capital Subsidy Needs	Operating Deficit Subsidy Needs	Base Rent Operating Subsidy Needs	Income Mixing Operating Subsidy Needs
2013	1,562,672	-	-	-	-	-
2014	1,622,475	-	4,300,000	-	175,000	-
2015	128,495	-	-	-	158,000	-
2016	124,110	-	-	-	143,000	-
2017	84,570	-	-	-	124,000	-
2018	647,655	-	-	-	166,000	-
2019	102,799	-	-	-	160,000	-
2020	165,883	-	-	-	21,000	-
2021	109,059	-	-	-	56,000	-
2022	86,297	-	-	-	39,000	-

Year	Annual Capital Needs (CNA)	Capital Subsidy		Operating Subsidy		
		Pre-Transaction Capital Subsidy Needs	Transaction Capital Subsidy Needs	Operating Deficit Subsidy Needs	Base Rent Operating Subsidy Needs	Income Mixing Operating Subsidy Needs
2023	150,942	-	-	-	-	22,000
2024	135,257	-	-	-	-	15,000
2025	142,465	-	-	-	-	-
2026	146,677	-	-	-	-	-
2027	166,897	-	-	-	-	-
2028	237,408	-	-	-	-	-
2029	159,595	-	-	-	-	-
2030	195,286	-	-	-	-	-
2031	201,444	-	-	-	-	-
2032	172,191	-	-	10,000	-	-

1. Capital Subsidies

The Capital Plan assumes all immediate and long term needs identified in the capital needs assessments will be addressed in all of the transaction scenarios, either year-by-year (referred to as “pre-transaction” needs) or in conjunction with a recapitalization transaction.

- **Pre-Transaction Capital Subsidy.** Recap has assumed that capital needs within three years of the proposed transaction year can be managed on the ground – using replacement reserves to cover immediate needs or patching the building components to hold out for a comprehensive recapitalization. However, for the properties that are projected to have a transaction year starting in 2018 or beyond, some interim needs will have to be addressed prior to the transaction. The “Pre-Transaction Capital Subsidy” references the amount of funding which will be needed to cover critical building components prior to the transaction year, net of the current replacement reserve balance. For the properties falling into the Current Scenario, there is no “transaction year” so the pre-transaction capital subsidy is the expected total needed over time to cover the property’s 20-year capital needs.
- **Transaction Subsidy.** The “Transaction Subsidy” is the capital subsidy needed to implement the proposed transaction scenario, which is determined as the gap between the total projected sources and uses of funds at the time of the recapitalization transaction.

2. Operating Subsidies

In many cases, the properties also need operational subsidies, either to put the property onto a long-term sustainable path or to protect the current tenants from the impact of base rent adjustments or income tiering.

- **Base Rent Operating Subsidy.** The “Base Rent Operating Subsidy” responds to the proposed 2014 increases in base rents at many properties. Recap has set the proposed

base rent at 30% of the adjusted gross income of a household at 30% of Area Median Income. When the current base rent at a given property is below the new proposed base rent, the base rent operating subsidy, if available, would cover the difference. In some cases, it is an increase in the rental assistance payment under current RAP contracts. In others, it is a new tenant protection subsidy. The Capital Plan assumes that, with respect to the tenant protection subsidy, the base rent operating subsidy would decline over 10 years until it would not be necessary. Base rents are adjusted to the new proposed standard for all transaction scenarios except for the current scenario. As a policy matter, the State could decide to retain base rent subsidies over a longer period of time and thus allow for greater affordability for households with incomes below 30% of AMI, which would need significantly more operating subsidy.

- Income Mixing Operating Subsidy. The “Income Mixing Operating Subsidy” is also a tenant protection subsidy intended only for properties that have been proposed for income tiering. While the new revenue stream from income tiering will need to be in place at the time of the transaction closing in order to underwrite the deal at that level, Recap assumes that, on the ground, the implementation of income tiering will be based on turnover in order to protect the current residents. The income mixing operating subsidy is the difference in rental revenue between the rents present after a base rent adjustment and the proposed income tiering rent structure. As with the base rent operating subsidy, the income mixing operating subsidy declines over time, but assumes only a 5-year timeframe to meet the new income tier structure.
- Operating Deficit Subsidy. Given weak revenue assumptions at some of the Current Scenario properties and further given CHFA’s income and expense trending assumptions, which are typical for the industry, some properties may not maintain positive cash flow over the 20 year period examined by the Capital Plan. The “Operating Deficit Subsidy” is proposed to cover this deficit, although there is not currently a programmatic structure to provide such support.

The Capital Plan is intended to cover the 10 year period from 2013 to 2022. While the recommended transactions all take place in the 10-year Capital Plan timeframe, Recap analyzed all properties over a 20 year period to ensure the capital needs were being met and transactions were sustainable over time. Given that some properties cannot sustain themselves under either a transaction or the Current Scenario and also given that some operating subsidy needs (such as the tenant protection subsidies described above) extend beyond the 10-year window, the Capital Plan model anticipates the need for some operating and capital subsidy beyond 2022.

D. Scenario Pro Formas

The final two pages of the Property Analysis provide greater detail on the five financial models for each property. The chart at the top of Page 7 provides the 2023 operating expense and revenue picture for each property (see A, top of next page). The year 2023 was chosen because, upon completion of the 10-year Capital Plan, all properties will have implemented their recapitalization transactions, if applicable. The 2023 year provides a fair comparison between the different scenarios in a normal operating year. Page 7 also includes the sources and uses for each transaction (see B). The recommended transaction is highlighted in white (see C).

Scenario Pro Formas Holder Place, continued

Income and Expense Analysis										
	CURRENT		RECOVERABLE GRANT		CHFA/HA		4% LRITC		9% LRITC	
	Total	Per Unit	Total	Per Unit	Total	Per Unit	Total	Per Unit	Total	Per Unit
2023 ANNUAL INCOME										
State Federal Bond	975,000	1,530	975,000	1,530	975,000	1,530	975,000	1,530	975,000	1,530
Vacancy Loss	(26,000)	(290)	(26,000)	(290)	(44,750)	(430)	(44,750)	(430)	(44,750)	(430)
Other Income	5,000	50	5,000	50	5,000	50	5,000	50	5,000	50
Effective Gross Income	755,000	7,580	955,000	9,680	935,250	9,310	935,250	9,310	935,250	9,310
2023 ANNUAL EXPENSES										
Operating Expenses	725,000	7,250	775,000	7,750	770,000	7,500	770,000	7,500	775,000	7,500
Payroll/Personnel Expenses	75,000	750	75,000	750	75,000	750	75,000	750	75,000	750
Total Operating Expenses	800,000	8,000	850,000	8,500	845,000	8,250	845,000	8,250	850,000	8,500
2023 NET OPERATING INCOME	(45,000)	(450)	110,000	1,100	151,250	1,510	151,250	1,510	151,250	1,510
Debt Service					120,000	1,200	119,000	1,190	119,000	1,190
2023 CASH FLOW	(45,000)	(450)	110,000	1,100	31,250	310	31,250	310	31,250	310

Sources and Uses Analysis												
SOURCES		CURRENT		RECOVERABLE GRANT		CHFA/HA		4% LRITC		9% LRITC		
		Total	Per Unit	Total	Per Unit	Total	Per Unit	Total	Per Unit	Total	Per Unit	
Hard Debt	Commercial Debt 1	-	-	-	-	2,500,000	25,000	2,500,000	25,000	2,215,000	22,150	
	Commercial Debt 2	-	-	-	-	-	-	-	-	-	-	
	Two-Exempt Bond	-	-	-	-	-	-	-	-	-	-	
	Other	-	-	-	-	-	-	-	-	-	-	
Soft Debt	Debt Financing/Trade Debt Item	-	-	-	-	-	-	3,000,000	30,000	3,000,000	30,000	
	Other	-	-	-	-	-	-	-	-	-	-	
	Other	-	-	-	-	-	-	-	-	-	-	
	Other	-	-	-	-	-	-	-	-	-	-	
Other	Enter Operations	-	-	81,000	430	100,000	900	81,000	780	81,000	780	
	Cash Expenses	-	-	800,000	4,000	4,000,000	4,000	400,000	4,000	400,000	4,000	
	Grant	-	-	-	-	-	-	-	-	-	-	
	Other	-	-	-	-	-	-	-	-	-	-	
	Other	-	-	-	-	-	-	-	-	-	-	
	Deferred Developer Fee	-	-	-	-	500,000	5,000	800,000	8,000	500,000	5,000	
	Other	-	-	-	-	-	-	3,500,000	35,000	6,500,000	65,000	
Equity	GP Classification	-	-	-	-	-	-	-	-	-	-	
	LRITC	-	-	-	-	-	-	-	-	-	-	
Total Sources of Funds		-	-	640,000	4,400	3,400,000	34,000	9,000,000	90,000	15,230,000	152,300	
USES	Acquisition Costs	-	-	-	-	-	-	3,500,000	35,000	3,500,000	35,000	
	Construction Costs	-	-	2,000,000	20,000	2,000,000	20,000	2,100,000	21,000	2,100,000	21,000	
	Soft Costs - Design & Construction	-	-	700,000	7,000	700,000	7,000	700,000	7,000	700,000	7,000	
	Soft Costs - Development	-	-	25,000	250	25,000	250	45,000	450	45,000	450	
	Soft Costs - Transaction Costs	-	-	100,000	1,000	100,000	1,000	300,000	3,000	310,000	3,100	
	Soft Costs - Financing	-	-	220,000	2,200	450,000	4,500	700,000	7,000	750,000	7,500	
	Soft Costs - Other	-	-	70,000	700	80,000	800	70,000	700	70,000	700	
	Soft Cost Contingency	-	-	25,000	250	80,000	800	30,000	300	80,000	800	
	Revenues	-	-	100,000	1,000	100,000	1,000	470,000	4,700	470,000	4,700	
	Developer Fee	-	-	500,000	5,000	1,000,000	10,000	1,200,000	12,000	1,200,000	12,000	
	Total Uses of Funds		-	-	8,700,000	87,000	9,850,000	98,500	14,200,000	142,000	14,500,000	145,000
	TRANSACTION SURPLUS (GAP)		-	-	(8,060,000)	(80,200)	(6,450,000)	(63,400)	(4,200,000)	(42,000)	(1,270,000)	(12,700)

Finally, page 8 summarizes the impact of each scenario on the property's capital needs and year 20 replacement reserve balance (see A, below). Each scenario other than the Current Scenario assumes an annual deposit into a replacement reserve account. This ensures that the properties are self-sustaining for the long term, able to implement the next recapitalization event without a future infusion of State capital subsidy. The chart on Page 8 also totals the aggregate 20-year subsidy need in each case, specifically the operating subsidies (see B, below) and the capital subsidies, including any offset for repayment of recoverable grants or soft debt (see C, below). The most significant number is the total subsidy needed, on both an aggregate and per-unit basis (see D, below). Again, the recommended transaction is highlighted in white (see E, below).

Scenario Pro Formas (continued) Holder Place, continued

Coverage of Capital Needs Analysis										
FUNDS	CURRENT		RECOVERABLE GRANT		CHFA/HA		4% LRITC		9% LRITC	
	Total	Per Unit	Total	Per Unit	Total	Per Unit	Total	Per Unit	Total	Per Unit
Transaction Refund			4,750,000	47,500	4,750,000	47,500	4,750,000	47,500	4,750,000	47,500
Capital Needs Funded Using Subsidy	1,000,000	10,000					400,000	4,000		
Existing Replacement Reserve Balance	400,000	4,000	400,000	4,000	400,000	4,000	400,000	4,000	400,000	4,000
Replacement Reserve	1,500,000	15,000	1,500,000	15,000	1,000,000	10,000	1,000,000	10,000	1,000,000	10,000
Total Funds	4,900,000	49,000	6,650,000	66,500	6,150,000	61,500	6,150,000	61,500	6,150,000	61,500
USES										
Excess and Capital Needs	5,000,000	50,000	5,000,000	50,000	5,000,000	50,000	5,000,000	50,000	5,000,000	50,000
Subsidies							90,000	90,000	3,000,000	30,000
Total Uses	5,000,000	50,000	5,000,000	50,000	5,000,000	50,000	5,090,000	50,900	8,000,000	80,000
YEAR 20 REPLACEMENT RESERVE BALANCE	(100,000)	(1,000)	1,650,000	16,500	1,150,000	11,500	1,150,000	11,500	1,100,000	11,000

Subsidy Analysis										
OPERATING SUBSIDY	CURRENT		RECOVERABLE GRANT		CHFA/HA		4% LRITC		9% LRITC	
	Total	Per Unit	Total	Per Unit	Total	Per Unit	Total	Per Unit	Total	Per Unit
Base Rent Operating Subsidy (Hedger)	0.00	n/a	1,000,000	10,000	1,000,000	10,000	1,000,000	10,000	1,000,000	10,000
Operating Deficit Subsidy (Hedger)	1,700,000	17,000			7,000	70	10,000	100	7,000	70
Income Missing Operating Subsidy (Hedger)	0.00	n/a								
Total Operating Subsidy	1,700,000	17,000	1,000,000	10,000	1,007,000	10,070	1,010,000	10,100	1,007,000	10,070
CAPITAL SUBSIDY										
Pre-Transaction Capital Subsidy (Hedger)	1,000,000	10,000			(500,000)	(5,000)	(100,000)	(1,000)	(750,000)	(7,500)
Recoverable Capital Subsidy (Hedger)	n/a	n/a	8,330,000	83,300	8,345,000	83,450	8,300,000	83,000	8,075,000	80,750
Transaction Capital Subsidy (Hedger)	3,000,000	30,000	7,220,000	72,200	7,845,000	78,450	3,450,000	34,500	3,225,000	32,250
Total Capital Subsidy	4,000,000	40,000	8,550,000	85,500	8,690,000	86,900	8,650,000	86,500	8,050,000	80,500
TOTAL SUBSIDY NEEDED	4,800,000	48,000	9,550,000	95,500	9,797,000	97,970	9,760,000	97,600	9,057,000	90,570

6. Frequently Asked Questions

1. **We own several State Sponsored Housing Portfolio properties but did not receive the same number of Site-Specific Property Analyses. Why?**

Each State-Sponsored Housing property you own should be included in a Property Analysis. In some cases we have recommended that multiple properties be consolidated into a single recapitalization strategy, in which case only one Property Analysis document is provided for the cluster of properties. The properties covered by each Property Analysis are listed on page 1.

If, after checking whether some of your properties have been consolidated for transaction analysis purposes, you still feel that a property you own was omitted from this package, please contact CHFACapitalPlan@RecapAdvisors.com.

2. **A capital needs assessment (CNA) from On-Site Insight is not included in the package for one of my State-Sponsored Housing Portfolio properties. Where is it?**

If you had completed your own CNA within the last 2 years, CHFA provided us with that document and we did not commission a new CNA from On-Site Insight. If you still believe a capital needs assessment is missing, please contact CHFACapitalPlan@RecapAdvisors.com.

3. **The Capital Plan is a 10-year plan. Why does the capital needs assessment cover 20 years?**

The Capital Plan corresponds to the Governor's proposal to commit \$300 million, spread over 10 years, to modernize the State-Sponsored Housing Portfolio and to put the portfolio on a sustainable path. We have defined "sustainability" as covering the capital and operating needs of the property over the next 20 years. The Capital Plan is intended to guide the State in making budget decisions over the next 10 years, decisions which will have an impact over the full 20 year period.

4. **My property is in good shape but the capital needs assessment says I need to invest a significant sum up-front. Why?**

The CHFA standard capital needs assessment format identifies the amount you would need to deposit into your RM&R account in year 1 if you were to cover all of your 20-year capital needs from the RM&R and still have a positive balance in the RM&R account in year 20. That does not mean the property currently needs that level of investment. To identify your current capital needs, look for the "2013 Emergency Capital Needs," the "2013 Deferred Capital Needs" and the "2013 Current Capital Needs." These three figures also appear at the top of page 6 of the Property Analysis report.

The transaction scenarios (i.e., the four scenarios other than the Current Scenario) may recommend an investment that is significantly greater than your current capital needs.

The transaction scenarios assume you have one opportunity over the next 10 years to access leverage financing and to request significant State subsidy. As a result, the transaction scenarios assume you address all of the needs which would arise over the subsequent 15 years when you implement the transaction. This represents an investment significantly greater than your current needs as a pro-active step.

5. What do we do if we disagree with the capital needs assessment's price estimates?

The capital needs assessment provides a framework to estimate the cost of capital improvements, but will vary somewhat from the final prices you get from contractors. In some cases, you will get better pricing and in others the improvements will cost more. Also, On-Site Insight has used state-wide cost-estimation figures. High cost markets will likely have a premium cost beyond the capital needs assessment figures shown. It is important to remember that the Capital Plan is a budgeting and planning tool, not a definitive allocation of subsidy dollars.

If you disagree with the capital needs assessment's price estimates, you will have ample opportunity to engage an architect to develop a detailed scope of work and get the scope of work priced in the course of preparing for a recapitalization transaction. If the recapitalization transaction is a few years away, you would also probably get an updated capital needs assessment at that time to reflect the repairs you will have made by then. You will include price estimates that you agree with in your funding applications when you are ready to implement a recapitalization transaction. It is our hope, however, that the data in the capital needs assessment and the discussion in the Property Analysis can assist you in developing the plans for your portfolio.

6. How was the transaction year selected?

The transaction year was selected based on a review of the capital needs within your property's critical building components (roof, boiler, other property or unit mechanical systems, elevator and structural components).

Based on the capital needs assessment, we identified the 3-year period in which your critical capital needs were highest, and used the mid-year as the ideal transaction year for each property. For each year of the Capital Plan, we sorted all of the properties with ideal transaction years equal to or prior to the year of the plan based on critical capital needs per unit and implemented transactions until that year's anticipated subsidy budget was exhausted.

The following illustrates this calculation. Assume that only 2 properties can be funded in each year.

Property ID	Ideal Transaction Year	Critical Needs Per Unit
Property 1	2014	\$50,000
Property 2	2014	\$12,000
Property 3	2014	\$30,000
Property 4	2015	\$45,000
Property 5	2015	\$25,000

In 2014, Properties 1, 2 and 3 would be considered for funding. Given that only 2 properties could be funded before exhausting the subsidy available in 2014, Properties 1 and 3 would be selected to be modeled in the 2014 transaction years based on their higher per unit critical capital needs.

In 2015, Properties 2, 4 and 5 would be considered for funding. The Capital Plan does not simply bump the properties chronologically, but places all of them on even footing to be funded in 2015. Again, given that only 2 properties could be funded before exhausting the subsidy available in 2015, Properties 4 and 5 would be selected to be modeled in the 2015 transaction years based on their higher per unit critical capital needs. Property 2 would continue to be considered for funding in each year until it is funded.

Property 2 would not, however, be left without assistance to cover its immediate critical needs. While we have assumed that owners will be able to extend the life of building systems for up to 3 years from the end of their expected useful life as projected in the capital needs assessment, we have also assumed pre-transaction capital subsidies in order to cover the property's other critical capital needs prior to its projected transaction year.

7. My capital needs are urgent and the property can't wait until the proposed transaction year to get additional capital investments. How can I cover those needs?

While we have assumed that owners will be able to extend the life of building systems for up to 3 years from the end of their expected useful life as projected in the capital needs assessment, we have also assumed pre-transaction capital subsidies in order to cover the property's other critical capital needs prior to its projected transaction year.

8. How fixed is the projected transaction and transaction year?

While we have tried to make the Capital Plan transaction recommendations as viable as possible, it is important to remember that additional important information will come to light as the transaction planning progresses over the next several years.

The Capital Plan provides a framework for the State to use in developing policies governing any re-investment in the State-Sponsored Housing Portfolio. Recap would

expect transaction years and transaction structures to shift somewhat in response to additional information and in response to the owners' desires. We assume that the State will establish application processes and develop scoring criteria for each year's funding applications based on the issues and decision points highlighted in the Capital Plan. We also assume that the owners will indicate their preferred transaction structure in the funding applications you choose to submit.

As additional information comes to light, the shifts in transaction types and transaction years should generally balance out so that, as a whole, the reinvestment in the State-Sponsored Housing Portfolio will be somewhat consistent with the Capital Plan. Similarly, the Property Analysis should inform your thinking and advance your planning for your properties, even if the details change. Ideally, the recommended transaction will be a useful direction for you, but if the analysis helps you formulate your reasons to pursue something other than the proposed transaction, that is also valuable.

9. What if we disagree with a recommendation to raise the base rent or to introduce income tiering?

Those are legitimate points of disagreement. These discussions raise important policy issues with respect to the level of operating subsidy the State can afford to commit to the State-Sponsored Housing Portfolio and the availability of these properties for very-low income households.

The Capital Plan attempts to highlight these policy issues and to quantify the impact of different policy choices on the State budget in order to inform this debate. Recap encourages continued discussion of the pros and cons of these issues, which will be discussed in more detail in the Capital Plan report.

10. We are currently applying for funding for our State Sponsored Housing property. How does that relate to the Capital Plan?

The Capital Plan does not currently incorporate any funding decisions that the State may be in the process of making with respect to the "Ready" projects funding round. The State is continuing to review your application and you should not change your current recapitalization plans unless/until you receive word from the State that you have not been funded.

11. Is the property analysis what will be included in the Capital Plan report?

Not necessarily. We are distributing the property analyses for owner comment, which may change our recommendations. In addition, we will continue to study the properties and refine our recommendations prior to finalizing them for the Capital Plan report. We may make changes beyond those in response to owner comments. The property analyses are drafts and are subject to change.

12. Why doesn't the 2014 Operating Income on Page 1 of the Property Analysis correspond to our current experience?

The net operating income labeled as "Projected Year 1 (2014) Operating Income" is projected out from the most recent data we received from CHFA. In most cases, this data was from either 2010 or 2011.

13. Why does the Operating Income and Expense Analysis on Page 7 refer to 2023?

All of the transactions contemplated by the Capital Plan will have been implemented by 2023 – year 11 of the Capital Plan schedule. This chart is intended to provide an image of what the sustained operating income and expense picture would be at that time, allowing the reader to consider the long-term trends and sustainability of the property.

The Operating Income and Expense figures are based on the data that was provided to us – generally 2010 or 2011 data. The historic data has been adjusted for inflation and for transaction-related items, as applicable, such as the addition of replacement reserve deposits, management fees, debt service, etc. On the revenue side, 2023 is the first year in which we can reliably project that all revenue adjustments will have been implemented for all properties, again allowing a consistent presentation both among scenarios and among properties in the State Sponsored Housing Portfolio.

14. What's next?

As noted elsewhere, these are drafts of the Property Analyses. In the short term, Recap will be adjusting these analyses based on your feedback and on additional internal review and revision. To the extent appropriate, when we disagree with or can't incorporate your comments, we may quote or paraphrase your concerns in a supplemental page attached to your Property Analysis and included as part of the Capital Plan report to CHFA and DOH. The revised Property Analyses will be incorporated into the final Capital Plan report delivered to CHFA, DOH and, via the internet, to you.

Following issuance of the Capital Plan, CHFA and DOH will be reviewing the document and making decisions regarding how to implement the Capital Plan recommendations – how to structure funding application and award processes, how to adjust the Capital Plan based on additional details of information, how to provide necessary technical assistance, etc. The implementation steps will be determined by CHFA and DOH over the coming weeks and months.

20. Appendix J – Illustration of Transaction Year Selection

Based on the capital needs assessment, Recap identified the 3-year period in which each property's critical capital needs were highest, and used the mid-year as the tentative transaction year for each property. This initial cut was not a comparison of property to property across the portfolio, but rather referenced when in the property's lifespan over the next 10 years it would be most effective to implement a recapitalization transaction.

Based on this filter alone, over half of the properties would expect to be recapitalized in the first 3 years of the Capital Plan. The proposed funding could not accommodate anything close to this number of properties during this time period. To prioritize the properties relative to each other, Recap focused, as a second filter, on the extent of capital needs per unit. Recap determined that this would be the most cost-effective strategy for the State, given the assumed commitment to provide pre-transaction assistance to repair critical building components during the period prior to a recapitalization transaction. Those properties with lesser needs per-unit, as a group, needed less pre-transaction assistance.

For each year of the Capital Plan, Recap sorted all of the properties with tentative transaction years equal to or prior to the year of the plan based on critical capital needs per unit and implemented transactions until that year's anticipated subsidy budget was exhausted.

The following illustrates this calculation. Assume that only 2 properties can be funded in each year.

Property ID	Ideal Transaction Year	Critical Needs Per Unit
Property 1	2014	\$50,000
Property 2	2014	\$12,000
Property 3	2014	\$30,000
Property 4	2015	\$45,000
Property 5	2015	\$25,000

In 2014, Properties 1, 2 and 3 would be considered for funding. Given that only 2 properties could be funded before exhausting the subsidy available in 2014, Properties 1 and 3 would be selected to be modeled in the 2014 transaction years based on their higher per unit critical capital needs.

Recap also determined that the properties which were not funded in any particular year should not necessarily be prioritized in the following year. Another property in the portfolio, with a slightly later tentative transaction year, often has higher capital needs per unit. Consequently, the Capital Plan does not simply bump the properties chronologically, but places all of them on even footing to be funded each year.

Using the example referenced above, in 2015, Properties 2, 4 and 5 would be considered for funding. However, assume that in the 2015 year, because an additional year's worth of critical needs are included, Property 2's critical needs per unit figure is now \$20,000. Again, given that only 2 properties could be funded before exhausting the subsidy available in 2015, Properties 4

and 5 would be selected to be modeled in the 2015 transaction years based on their higher per unit critical capital needs. Property 2 would continue to be considered for funding in each year until it is funded, with the critical needs per unit updated each year.

Property 2 would not, however, be left without assistance to cover its immediate critical needs. As has been noted elsewhere in this Capital Plan report, while Recap has assumed that owners will be able to extend the life of building systems for up to 3 years from the end of their expected useful life as projected in the capital needs assessment, Recap has also recommended that the State make pre-transaction capital subsidies available to cover the property's other critical capital needs prior to its projected transaction year.

21. Appendix K – Summary Results by Year

Capital Plan Summary Results by Year

	End of Capital Plan Period								
	Years 1 & 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2013-2014	2015	2016	2017	2018	2019	2020	2021	2022
Capital Needs									
Hard Construction Costs per Capital Needs Assessments	104,603,422	33,850,425	22,844,087	22,010,705	21,466,217	15,781,639	16,532,301	16,916,031	20,140,068
Subsidy Needed									
Pre-Transaction Capital Subsidy	286,163	-	-	-	-	-	-	-	-
Transaction Capital Subsidy	20,869,094	19,885,925	18,588,957	23,673,268	24,509,368	27,434,989	15,096,149	-	-
Current Scenario Capital Subsidy	26,340,312	7,322,927	7,997,477	6,030,842	5,626,812	2,531,844	2,387,978	3,404,659	4,136,026
Total Capital Subsidy Needed	47,495,569	27,208,852	26,586,434	29,704,110	30,136,179	29,966,833	17,484,128	3,404,659	4,136,026
RAP Subsidy to Stabilize At-Risk Properties	2,487,722	3,396,869	3,934,602	4,580,767	5,121,362	5,825,913	6,468,513	7,266,487	7,411,817
RAP Subsidy to Replace Lost ERAP Units	402,127	472,364	467,794	462,853	535,318	726,389	819,633	962,527	965,992
Short-Term Tenant Protection RAP - Base Rent	7,749,285	7,113,844	6,449,885	5,756,523	5,032,845	4,277,919	3,490,782	2,670,448	1,815,905
Short-Term Tenant Protection RAP - Income Mixing	-	36,807	116,558	103,125	161,724	202,406	170,545	108,316	48,043
Operating Deficit Subsidy	1,043,784	1,085,806	1,150,430	1,323,903	1,499,681	1,646,568	1,798,880	1,920,796	2,154,301
Total Operating Subsidy Needed	11,682,917	12,105,691	12,119,270	12,227,171	12,350,930	12,679,195	12,748,352	12,928,574	12,396,058
Comparison of Projected Need to Governor's Proposal									
Total Capital and Operating Subsidy Needed (sum of above)	59,178,486	39,314,542	38,705,704	41,931,280	42,487,110	42,646,028	30,232,479	16,333,233	16,532,084
Recoverable Cash Flow	-	(395,307)	(926,147)	(1,625,745)	(2,075,955)	(2,534,761)	(2,720,403)	(3,228,996)	(3,223,680)
Total Subsidy Needed Net of Recoverable Cash Flow	59,178,486	38,919,236	37,779,557	40,305,536	40,411,154	40,111,267	27,512,076	13,104,237	13,308,404
Capital Subsidy Proposed Under Plan	42,009,804	30,000,000	30,000,000	30,000,000	30,000,000	30,000,000	30,000,000	30,000,000	-
RAP Operating Subsidy Proposed Under Plan	3,000,000	4,500,000	6,000,000	7,500,000	9,000,000	10,500,000	12,000,000	13,500,000	15,000,000
Total Subsidy Proposed	45,009,804	34,500,000	36,000,000	37,500,000	39,000,000	40,500,000	42,000,000	43,500,000	15,000,000
Total Subsidy Surplus/Gap Proposal to Projections									
Capital Subsidy Surplus/Gap	(5,485,765)	2,791,148	3,413,566	295,890	(136,179)	33,167	12,515,872	26,595,341	(4,136,026)
Operating Subsidy Surplus/Gap	(8,682,917)	(7,605,691)	(6,119,270)	(4,727,171)	(3,350,930)	(2,179,195)	(748,352)	571,426	2,603,942
Leveraged Funds (debt, equity, etc.)	79,793,304	72,413,599	68,716,202	35,688,878	39,366,219	50,871,434	53,896,089	-	-
LIHTC Seller Loan	28,813,196	39,353,373	38,544,288	19,341,916	23,241,417	30,156,590	32,202,424	-	-
Total Leveraged Funds	108,606,500	111,766,972	107,260,491	55,030,795	62,607,637	81,028,025	86,098,513	-	-

Capital Plan Summary Results By Year (continued)

	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Capital Plan	Years	20 Year
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10-Year Total	11-20	Grand Total
Capital Needs													
Hard Construction Costs per Capital Needs Assessments	23,342,536	17,836,334	18,206,360	18,617,455	20,204,528	27,543,631	22,869,024	22,233,954	20,578,352	24,030,046	274,144,893	215,462,219	489,607,112
Subsidy Needed													
Pre-Transaction Capital Subsidy	-	-	-	-	-	-	-	-	-	-	286,163	-	286,163
Transaction Capital Subsidy	-	-	-	-	-	-	-	-	-	-	150,057,750	-	150,057,750
Current Scenario Capital Subsidy	6,895,181	4,741,844	4,064,785	4,318,605	4,142,285	8,618,919	4,836,921	4,966,762	5,859,907	5,856,739	65,778,877	54,301,948	120,080,825
Total Capital Subsidy Needed	6,895,181	4,741,844	4,064,785	4,318,605	4,142,285	8,618,919	4,836,921	4,966,762	5,859,907	5,856,739	216,122,789	54,301,948	270,424,737
RAP Subsidy to Stabilize At-Risk Properties	7,560,053	7,711,254	7,865,479	8,022,789	8,183,245	8,346,909	8,513,848	8,684,125	8,857,807	9,034,963	46,494,052	82,780,472	129,274,524
RAP Subsidy to Replace Lost ERAP Units	969,211	972,172	991,615	1,011,448	1,031,677	1,052,310	1,073,356	1,094,823	1,116,720	1,139,054	5,814,996	10,452,386	16,267,382
Short-Term Tenant Protection RAP - Base Rent	926,111	(0)	(0)	(0)	0	-	-	-	0	-	44,357,436	926,111	45,283,547
Short-Term Tenant Protection RAP - Income Mixing	11,114	-	-	-	-	-	-	-	-	-	947,525	11,114	958,639
Operating Deficit Subsidy	2,419,795	2,709,144	3,019,742	3,374,867	3,777,722	4,215,609	4,683,543	5,176,585	5,695,210	6,271,698	13,624,150	41,343,916	54,968,065
Total Operating Subsidy Needed	11,886,284	11,392,570	11,876,837	12,409,103	12,992,643	13,614,829	14,270,747	14,955,533	15,669,737	16,445,715	111,238,158	135,513,999	246,752,157
Comparison of Projected Need to Governor's Proposal													
Total Capital and Operating Subsidy Needed (sum of above)	18,781,465	16,134,414	15,941,622	16,727,708	17,134,928	22,233,748	19,107,668	19,922,295	21,529,645	22,302,454	327,360,947	189,815,947	517,176,894
Recoverable Cash Flow	(3,226,435)	(3,627,762)	(2,865,939)	(2,837,234)	(2,802,865)	(2,762,298)	(2,715,232)	(3,933,324)	(3,600,293)	(4,073,659)	(16,730,994)	(32,445,040)	(49,176,034)
Total Subsidy Needed Net of Recoverable Cash Flow	15,555,030	12,506,652	13,075,683	13,890,474	14,332,063	19,471,450	16,392,436	15,988,971	17,929,352	18,228,795	310,629,953	157,370,907	468,000,860
Capital Subsidy Proposed Under Plan	-	-	-	-	-	-	-	-	-	-	252,009,804	-	252,009,804
RAP Operating Subsidy Proposed Under Plan	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	81,000,000	150,000,000	231,000,000
Total Subsidy Proposed	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	333,009,804	150,000,000	483,009,804
Total Subsidy Surplus/Gap Proposal to Projections													
Capital Subsidy Surplus/Gap	(6,895,181)	(4,741,844)	(4,064,785)	(4,318,605)	(4,142,285)	(8,618,919)	(4,836,921)	(4,966,762)	(5,859,907)	(5,856,739)	35,887,015	(54,301,948)	(18,414,933)
Operating Subsidy Surplus/Gap	3,113,716	3,607,430	3,123,163	2,590,897	2,007,357	1,385,171	729,253	44,467	(669,737)	(1,445,715)	(30,238,158)	14,486,001	(15,752,157)
Leveraged Funds (debt, equity, etc.)	-	-	-	-	-	-	-	-	-	-	400,745,726	-	400,745,726
LIHTC Seller Loan	-	-	-	-	-	-	-	-	-	-	211,653,205	-	211,653,205
Total Leveraged Funds	-	-	-	-	-	-	-	-	-	-	612,398,931	-	612,398,931

22. Appendix L – Summary Results by Property

Capital Plan Summary Results by Property

#	CHFA Number	Municipality	Development Name	# of Units	Transaction Year	Deal Type	Critical Cap Needs/ Unit	Income-Tiering	20-Year Capital Need	Capital Investment Pre-Transaction	Capital Investment In Transaction	Per-Unit Capital Investment Proposed	Total Operating Subsidy Needed	Total Capital Subsidy Needed	Total Subsidy Needed	Capital Subsidy Recovered Through Cash	Total Subsidy Net of Recoverable	Total Funds Leveraged
1.	85008Z	BRISTOL	Zbikowski Park	90	2014	4% LIHTC	15,658	N	3,910,232	-	18,442	205	8,540,428	18,442	8,558,870	(1,209,361)	7,349,509	7,473,027
2.	77004D	BROOKLYN	Tiffany Place	27	2014	4% LIHTC	56,824	N	3,982,341	-	3,283,406	121,608	4,745,692	3,283,406	8,029,098	(416,351)	7,612,746	3,768,414
3.	85051D	ESSEX	Essex Court	36	2014	4% LIHTC	12,731	N	1,648,968	-	946,748	26,299	418,090	946,748	1,364,838	(235,456)	1,129,382	2,296,441
4.	85057D	GLASTONBURY	Center Village	50	2014	4% LIHTC	36,860	N	1,843,013	-	21,720	434	375,456	21,720	397,175	(247,033)	150,142	2,617,156
5.	85061D	GREENWICH	Town Hall Annex	28	2014	CHFA/FHA	20,484	N	1,505,784	-	-	-	68,522	-	68,522	(68,522)	-	3,300,820
6.	91080D	HARTFORD	96-98 Martin Street	6	2014	Recoverable Grant	13,561	N	388,347	-	545,741	90,957	305,848	545,741	851,589	(95,893)	755,696	11,626
7.	94054D	MANCHESTER	Westhill Gardens	37	2014	4% LIHTC	14,035	N	1,516,923	-	659,444	17,823	97,643	659,444	757,087	(306,628)	450,460	2,565,494
8.	85131D	NORTH BRANFORD	Hillside Terrace & Extension	60	2014	4% LIHTC	39,734	N	2,384,027	-	-	-	6,755,735	-	6,755,735	(872,782)	5,882,953	4,835,325
9.	95094D	NORWALK	16 School St	34	2014	CHFA/FHA	12,766	N	1,928,645	-	-	-	671,015	-	671,015	(671,015)	-	3,532,032
10.	85136D	NORWALK	Colonial Village	200	2014	CHFA/FHA	12,723	N	9,063,124	-	-	-	-	-	-	-	-	25,859,154
11.	85138D	NORWICH	Hillside Terrace	118	2014	4% LIHTC	13,414	N	6,006,374	-	5,081,911	43,067	1,015,143	5,081,911	6,097,054	(711,686)	5,385,368	5,830,236
12.	97055D	OLD LYME	Rye Field Manor	39	2014	4% LIHTC	14,564	N	1,773,640	-	1,647,177	42,235	1,325,401	1,647,177	2,972,578	(227,770)	2,744,808	1,961,871
13.	92077D	STAMFORD	Parkside Gables	69	2014	4% LIHTC	14,268	Y	5,256,342	-	3,403,335	49,324	1,014,403	3,403,335	4,417,737	(660,269)	3,757,468	5,104,307
14.	95056D	THOMPSON	River Mill Village (fka Three Rows)	53	2014	Recoverable Grant	56,645	N	3,002,199	-	3,620,253	68,307	3,726,192	3,620,253	7,346,445	-	7,346,445	97,937
15.	91242D	VERNON	Francis J. Pitkat Cong	43	2014	4% LIHTC	13,110	N	2,292,499	-	480,070	11,164	4,741,696	480,070	5,221,765	(646,728)	4,575,038	3,866,856
16.	90133D	WATERBURY	Liberty Hall Apts	16	2014	Recoverable Grant	49,653	Y	794,441	-	1,160,848	72,553	635,845	1,160,848	1,796,693	-	1,796,693	44,660
17.	85224D	WINDHAM	Eastman Curran Terrace	78	2014	4% LIHTC	16,333	N	3,440,143	-	-	-	7,788,003	-	7,788,003	(1,028,287)	6,759,716	6,627,950
18.	86001D	BETHEL	Reynold's Ridge 133	40	2015	4% LIHTC	11,561	N	2,094,009	-	-	-	-	-	-	(622,020)	5,194,591	-
19.	85004D	BETHEL	Reynold's Ridge 166	40	2015	4% LIHTC	11,453	N	2,110,851	-	1,057,864	26,447	787,288	1,057,864	1,845,151	(445,570)	1,399,581	3,183,722
20.	91009D	BRANFORD	Ivy Street Apts	29	2015	4% LIHTC	11,550	Y	1,967,458	-	2,152,264	74,216	337,161	2,152,264	2,489,425	(213,672)	2,275,753	1,791,415
21.	85032D	EAST HAMPTON	Bellwood Court & Chatham Acres	70	2015	4% LIHTC	11,481	N	2,280,031	-	-	-	8,041,999	-	8,041,999	(1,270,611)	6,771,388	5,690,879
22.	85064D	GROTON	Pequot Village I & II	105	2015	4% LIHTC	11,271	N	3,602,258	-	1,808,360	17,222	1,304,524	1,808,360	3,204,885	(814,791)	2,390,094	5,318,665
23.	94021D	HARTFORD	Wooster Street (fka Summers Square)	9	2015	Recoverable Grant	10,300	Y	562,121	-	884,390	98,266	49,286	884,390	933,676	(19,589)	914,087	46,571
24.	85120D	NEW HAVEN	Beechwood Gardens	82	2015	Recoverable Grant	11,653	Y	2,663,794	-	4,048,402	49,371	1,428,693	4,048,402	5,477,094	(10,176)	5,466,918	196,656
25.	85145D	PLAINFIELD	Sunny Acres	40	2015	4% LIHTC	11,076	N	1,826,667	-	1,350,833	33,771	302,326	1,350,833	1,653,160	(175,653)	1,477,506	1,838,896
26.	85148D	PLYMOUTH	Gosinski Park	60	2015	4% LIHTC	11,828	N	1,673,139	-	515,127	8,585	968,748	515,127	1,483,876	(453,177)	1,030,698	2,652,528
27.	77026D	RIDGEFIELD	Ballard Green	60	2015	4% LIHTC	10,002	N	1,424,421	-	363,230	6,054	996,008	363,230	1,359,239	(373,707)	985,532	2,387,335
28.	85158D	SEYMOUR	Castle Heights & Hoffman Heights	36	2015	4% LIHTC	11,997	N	2,290,057	-	2,326,790	64,633	519,576	2,326,790	2,846,365	(242,433)	2,603,932	2,148,974
29.	85161D	SHELTON	Devaux Apts	40	2015	CHFA/FHA	10,831	N	993,296	-	635,069	15,877	799,366	635,069	1,434,436	(247,514)	1,186,921	1,168,245
30.	85179D	STAMFORD	Lawnhill Terrace	206	2015	4% LIHTC	21,518	N	16,383,029	-	734,699	3,566	442,615	734,699	1,177,314	(1,177,314)	-	32,540,980
31.	88049D	SUFFIELD	Broder Place, Laurel Court & Maple Court	70	2015	4% LIHTC	9,999	N	3,313,392	-	2,791,207	39,874	969,265	2,791,207	3,760,473	(369,894)	3,390,578	3,463,717
32.	95124D	WASHINGTON	Dodge Farms	14	2015	Recoverable Grant	12,637	Y	711,340	-	1,078,292	77,021	409,209	1,078,292	1,487,501	-	1,487,501	19,402
33.	85227D	WINDSOR	Millbrook Village	60	2015	4% LIHTC	12,327	N	2,351,230	-	139,397	2,323	7,089,428	139,397	7,228,824	(1,006,662)	6,222,163	4,771,023
34.	85020D	DANBURY	Coal Pit Hill, Fairfield Ridge, Mill Ridge & Extension	290	2016	4% LIHTC	13,196	N	16,422,290	-	5,454,040	18,807	7,190,335	5,454,040	12,644,374	(4,759,533)	7,884,841	26,209,803
35.	85031D	DERBY	Cicia Manor, Lakeview Apts & Stygar Terrace	106	2016	4% LIHTC	9,908	N	4,596,006	-	1,424,758	13,441	10,411,750	1,424,758	11,836,507	(1,509,146)	10,327,361	7,996,450
36.	85042D	ENFIELD	Green Valley Village	84	2016	4% LIHTC	9,846	N	3,408,386	-	-	-	1,548,595	-	1,548,595	(1,330,749)	217,846	7,207,831
37.	85043D	ENFIELD	Laurel Park	90	2016	4% LIHTC	14,072	Y	5,116,681	-	1,470,661	16,341	1,866,834	1,470,661	3,337,495	(1,419,430)	1,918,065	8,438,312
38.	91099D	HARTFORD	Jackie Schwartz Apts	10	2016	Recoverable Grant	9,657	N	490,274	-	777,805	77,780	73,103	777,805	850,908	(103,033)	747,875	52,541
39.	77014D	HARTFORD	Ward / Affleck	14	2016	Recoverable Grant	9,587	Y	786,157	-	1,208,282	86,306	117,310	1,208,282	1,325,593	(188,195)	1,137,398	14,042
40.	85158Z	SEYMOUR	Smith Acres & Extension	45	2016	4% LIHTC	9,931	N	2,569,776	-	2,173,008	48,289	700,107	2,173,008	2,873,115	(435,860)	2,437,255	3,210,904
41.	85172D	SOUTH WINDSOR	Wapping Mews	30	2016	CHFA/FHA	9,995	N	1,317,769	-	1,627,644	54,255	477,300	1,627,644	2,104,944	(159,641)	1,945,303	809,581
42.	85186D	THOMASTON	Green Manor	62	2016	4% LIHTC	11,482	N	1,756,716	-	-	-	8,096,652	-	8,096,652	(1,441,642)	6,655,009	5,797,781
43.	85208D	WALLINGFORD	McGuire Court	50	2016	4% LIHTC	9,779	N	1,829,413	-	1,704,164	34,083	2,050,717	1,704,164	3,754,880	(229,197)	3,525,683	2,085,271
44.	85207D	WALLINGFORD	South Side Terrace	40	2016	CHFA/FHA	10,826	N	1,365,943	-	1,719,971	42,999	1,755,834	1,719,971	3,475,805	(618,733)	2,857,072	900,066
45.	85224Z	WINDHAM	Terry Court	68	2016	4% LIHTC	10,155	N	3,558,832	-	1,028,626	15,127	1,075,966	1,028,626	2,104,593	(478,785)	1,625,808	5,993,625
46.	85006D	BETHEL	Augustana/Bishop Curtis Homes	44	2017	Recoverable Grant	6,699	N	1,090,132	-	1,669,657	37,947	1,981,879	1,669,657	3,651,536	(611,489)	3,040,047	164,941
47.	92002D	BRIDGEPORT	Helms Housing	12	2017	CHFA/FHA	17,069	Y	875,973	13,125	1,429,833	119,153	49,589	1,442,958	1,492,547	(72,305)	1,420,242	256,650
48.	85085D	DANIELSON-KILLINGLY	Maple Courts	80	2017	4% LIHTC	8,596	N	3,321,721	-	445,161	5,565	7,668,260	445,161	8,113,421	(1,230,500)	6,882,920	6,842,329
49.	85035D	EAST HARTFORD	King Court	80	2017	4% LIHTC	11,395	Y	3,035,840	81,510	3,552,273	44,403	1,191,962	3,633,783	4,825,745	(361,104)	4,464,641	2,677,052
50.	85040D	ELLINGTON	Snipsic Village I & II	42	2017	4% LIHTC	8,426	N	1,106,294	-	932,104	22,193	521,346	932,104	1,453,451	(139,737)	1,313,714	1,765,724
51.	85052D	FAIRFIELD	PineTree Apts.	38	2017	4% LIHTC	8,852	N	1,461,076	-	422,168	11,110	3,596,865	422,168	4,019,033	(302,964)	3,716,069	2,799,720
52.	94036D	HARTFORD	Bristol Apts	15	2017	Recoverable Grant	7,282	Y	501,835	2,308	851,821	56,788	563,416	854,128	1,417,544	-	1,417,544	8,399
53.	90075D	HEBRON	Stonecroft Village	25	2017	CHFA/FHA	9,395	N	1,098,053	-	1,565,550	62,622	1,063,286	1,565,550	2,628,836	(100,605)	2,528,231	436,913
54.	94052D	LITCHFIELD	Bantam Falls & Wells Run	66	2017	Recoverable Grant	8,385	Y	1,960,853	-	3,443,804	52,179	659,516	3,443,804	4,103,320	(632,195)	3,471,125	44,335
55.	85096D	MERIDEN	Johnson Farms & Yale Acres	214	2017	4% LIHTC	8,084	N	9,439,211	-	5,700,990	26,640	2,394,663	5,700,990	8,095,653	(1,301,130)	6,794,522	12,765,251
56.	85100D	MIDDLETOWN	Marino Manor	40	2017	4% LIHTC	5,869	N	1,250,854	-	287,698	7,192	527,798	287,698	815,496	(303,144)	512,352	2,504,179
57.	85169D	SOUTHINGTON	Zdunczyk Terrace	60	2017	4% LIHTC	9,089	N	2,515,385	-	1,158,970	19,316	722,073	1,158,970	1,881,044	(547,196)	1,333,847	4,039,241
58.	85216D	WEST HARTFORD	Elm Grove	40	2017	CHFA/FHA	6,621	N	1,119,008	13,250	1,442,786	36,070	499,968	1,456,036	1,956,004	(133,218)	1,822,786	804,051
59.	85229D	WOODSTOCK	New Roxbury Village	24	2017	CHFA/FHA	9,097	N	625,959	-	770,453	32,102	255,931	770,453	1,026,384	(104,296)	922,088	580,094
60.	85026D	DANBURY	Fairfield Ridge Rehab	25	2018	4% LIHTC	9,724	N	1,413,369	5,296	1,884,083	75,363	456,745	1,889,379	2,346,124	(160,192)	2,185,932	1,299,829
61.	85087D	DANIELSON-KILLINGLY	Birchwood Terrace	40	2018	4% LIHTC	11,981	N	2,199,826	-	2,092,934	52,323						

Capital Plan Summary Results by Property

#	CHFA Number	Municipality	Development Name	# of Units	Transaction Year	Deal Type	Critical Cap Needs/Unit	Income-Tiering	20-Year Capital Need	Capital Investment Pre-Transaction	Capital Investment In Transaction	Per-Unit Capital Investment Proposed	Total Operating Subsidy Needed	Total Capital Subsidy Needed	Total Subsidy Needed	Capital Subsidy Recovered Through Cash	Total Subsidy Net of Recoverable	Total Funds Leveraged
83.	85174D	STAFFORD	Avery Park & Extensions	110	2019	4% LIHTC	31,533	N	3,468,589	-	-	-	12,038,193	-	12,038,193	(1,573,894)	10,464,299	9,536,635
84.	85181D	STONINGTON	E. K. Richmond Homes	60	2019	4% LIHTC	12,027	N	2,268,010	-	1,738,260	28,971	554,304	1,738,260	2,292,524	(229,942)	2,062,622	3,443,329
85.	85183D	STRATFORD	Shiloh Gardens	60	2019	4% LIHTC	5,230	Y	2,779,626	-	3,685,540	61,426	731,425	3,685,540	4,416,965	(267,304)	4,149,661	2,805,358
86.	85188D	THOMPSON	Gladys Green Apts & Pineview Court	70	2019	4% LIHTC	11,572	N	3,370,925	-	2,702,847	38,612	922,572	2,702,847	3,625,419	(334,198)	3,291,221	4,354,467
87.	85202D	VOLUNTOWN	Greenwood Manor	20	2019	Recoverable Grant	12,888	N	1,098,693	-	1,864,169	93,208	256,080	1,864,169	2,120,249	(271,046)	1,849,203	123,529
88.	85228D	WINDSOR	Shad Run Terrace	52	2019	4% LIHTC	12,024	N	2,645,413	-	3,373,233	64,870	543,479	3,373,233	3,916,712	(194,110)	3,722,603	2,532,378
89.	85009D	BRISTOL	Zbkowski Park Section 8	32	2020	CHFA/FHA	3,488	N	460,101	-	-	-	12,216	-	12,216	(12,216)	-	1,605,996
90.	89005D	CLINTON	Glenhaven	30	2020	CHFA/FHA	10,814	N	802,650	-	865,541	28,851	499,293	865,541	1,364,834	(160,533)	1,204,301	1,058,375
91.	85055D	FARMINGTON	Maple Village	40	2020	4% LIHTC	5,992	N	1,447,705	-	1,360,353	34,009	452,845	1,360,353	1,813,198	(156,420)	1,656,778	2,334,888
92.	85062D	GRISWOLD	Ashland Manor	30	2020	CHFA/FHA	9,472	N	904,695	-	1,030,009	34,334	510,705	1,030,009	1,540,714	(156,538)	1,384,176	1,102,552
93.	92030D	HAMDEN	Good Cents 1 & 2	4	2020	Recoverable Grant	10,697	N	278,270	-	519,642	129,910	116,066	519,642	635,707	(43,176)	592,531	28,854
94.	85078D	HARTFORD	Wolcott Place	18	2020	4% LIHTC	10,055	N	978,776	22,247	823,241	45,736	15,623	845,488	861,111	(187,223)	673,888	2,013,565
95.	86004D	LEDYARD	King's Corner Manor	30	2020	4% LIHTC	9,156	N	1,529,941	-	1,357,685	45,256	412,060	1,357,685	1,769,745	(186,146)	1,583,599	2,276,488
96.	91132D	MIDDLETOWN	Luther Manor	45	2020	4% LIHTC	8,317	N	1,274,826	-	1,586,549	35,257	2,281,487	1,586,549	3,868,035	(268,613)	3,599,422	1,535,591
97.	92056D	MORRIS	Eldridge	20	2020	Recoverable Grant	3,835	N	889,617	-	1,594,867	79,743	457,903	1,594,867	2,052,769	(164,639)	1,888,130	74,580
98.	90115D	SOUTH WINDSOR	Flax Hill	40	2020	4% LIHTC	11,474	N	2,038,256	-	1,946,633	48,666	343,050	1,946,633	2,289,683	(235,524)	2,054,159	2,835,821
99.	85168D	SOUTHTON	Dicaprio Forgone, Gen. Pulaski & Lincoln Lewis	120	2020	4% LIHTC	11,647	N	4,515,051	-	-	-	13,114,842	-	13,114,842	(1,866,689)	11,248,154	12,548,454
100.	85177D	STAMFORD	Oak Park	168	2020	4% LIHTC	10,739	N	8,200,635	111,808	-	-	1,085,599	111,808	1,197,407	(1,197,407)	-	20,486,887
101.	88048D	STRATFORD	Lucas Gardens I & II	53	2020	4% LIHTC	4,795	N	2,205,297	-	1,521,576	28,709	4,298,585	1,521,576	5,820,160	(344,672)	5,475,489	3,982,556
102.	96102D	WESTBROOK	Worthington Manor	32	2020	4% LIHTC	11,663	N	1,954,686	-	2,490,054	77,814	2,988,053	2,490,054	2,888,107	(136,644)	2,751,464	2,081,483
103.	85001D	ANSONIA	J.J. O'Donnell Apts	40	n/a	Current - At-Risk	7,151	N	1,539,933	170,202	-	-	706,734	-	706,734	-	876,937	-
104.	95002D	ASHFORD	Pompey Hollow	32	n/a	Current - At-Risk	50,484	N	1,615,485	1,523,734	-	-	632,392	1,523,734	2,156,126	-	2,156,126	-
105.	85002D	BERLIN	Marjorie Moore Village & Percival Heights	70	n/a	Current - At-Risk	11,235	N	1,972,480	105,335	-	-	508,336	105,335	613,671	-	613,671	-
106.	85005D	BRANFORD	Parkside Vill. I & II	90	n/a	Current - At-Risk	15,491	N	3,712,556	3,011,819	-	-	2,832,748	3,011,819	5,844,567	-	5,844,567	-
107.	85014D	CANTON	TWENTY ONE	40	n/a	Current - At-Risk	10,912	N	2,009,823	1,440,464	-	-	246,186	1,440,464	1,686,651	-	1,686,651	-
108.	85016D	COLCHESTER	Dublin Village & Annex & Poneman Village	70	n/a	Current - At-Risk	12,475	N	2,852,502	359,707	-	-	2,285,191	359,707	2,644,898	-	2,644,898	-
109.	77007D	DEEP RIVER	Kirtland Commons	26	n/a	Current - At-Risk	58,113	N	1,510,945	1,241,321	-	-	476,156	1,241,321	1,717,478	-	1,717,478	-
110.	85036D	EAST HARTFORD	Veteran Terrace & Extension	150	n/a	Current - At-Risk	8,945	N	5,836,385	2,436,858	-	-	421,792	2,436,858	2,858,650	-	2,858,650	-
111.	85049D	ENFIELD	Ella Grasso Manor	40	n/a	Current - At-Risk	11,109	N	1,382,349	1,105,930	-	-	275,686	1,105,930	1,381,616	-	1,381,616	-
112.	85044D	ENFIELD	Enfield Manor & Extension	80	n/a	Current - At-Risk	9,565	N	2,605,274	1,953,265	-	-	279,836	1,953,265	2,233,101	-	2,233,101	-
113.	85046D	ENFIELD	Windsor Court & Extension	40	n/a	Current - At-Risk	10,819	N	1,612,381	1,234,818	-	-	79,369	1,234,818	1,314,187	-	1,314,187	-
114.	85048D	ENFIELD	Woodside Park	40	n/a	Current - At-Risk	10,591	N	1,524,741	1,213,030	-	-	165,324	1,213,030	1,378,354	-	1,378,354	-
115.	85054D	FAIRFIELD	Trefoil Court	30	n/a	Current - At-Risk	10,467	N	1,506,823	-	-	-	1,231,897	-	1,231,897	-	1,231,897	-
116.	91071D	GLASTONBURY	Herbert Clark House	45	n/a	Current - At-Risk	8,725	N	1,344,564	324,576	-	-	1,300,503	324,576	1,625,080	-	1,625,080	-
117.	85060D	GREENWICH	Armstrong Court	144	n/a	Current - At-Risk	17,735	N	13,913,394	10,513,823	-	-	2,994,246	10,513,823	13,508,069	-	13,508,069	-
118.	89007D	GREENWICH	McKinney Terrace I & II	72	n/a	Current - At-Risk	15,057	N	4,148,802	2,805,889	-	-	460,452	2,805,889	3,266,341	-	3,266,341	-
119.	99012D	GREENWICH	Hill House	38	n/a	Current - At-Risk	14,126	N	1,974,233	878,127	-	-	1,183,074	878,127	2,061,201	-	2,061,201	-
120.	85070D	HAMDEN	Hamden Village	110	n/a	Current - At-Risk	10,290	N	3,446,777	2,208,557	-	-	569,741	2,208,557	2,778,298	-	2,778,298	-
121.	91096D	HARTFORD	Faith Manor	40	n/a	Current - At-Risk	6,713	N	1,312,778	687,431	-	-	228,632	687,431	916,063	-	916,063	-
122.	85090D	MANCHESTER	Spencer Village & Extension	80	n/a	Current - At-Risk	8,782	N	2,361,617	648,008	-	-	1,456,755	648,008	2,104,762	-	2,104,762	-
123.	85094D	MANSFIELD	Wright's Village	40	n/a	Current - At-Risk	10,756	N	1,969,142	689,368	-	-	393,999	689,368	1,083,367	-	1,083,367	-
124.	94056D	MARLBOROUGH	Florence S. Lord	24	n/a	Current - At-Risk	63,075	N	1,513,803	743,799	-	-	934,614	743,799	1,678,413	-	1,678,413	-
125.	85105D	MONTVILLE	Freedom Village & Independence Village	80	n/a	Current - At-Risk	11,805	N	3,054,754	623,831	-	-	358,310	623,831	982,140	-	982,140	-
126.	85107D	NAUGATUCK	Oak Terrace/Extensions & Robert E Hutt Congregate	230	n/a	Current - At-Risk	8,018	N	6,729,661	2,313,573	-	-	702,284	2,313,573	3,015,857	-	3,015,857	-
127.	04002D	NEW BRITAIN	Security Manor	50	n/a	Current - At-Risk	7,627	N	1,851,588	1,851,588	-	-	1,178,018	1,851,588	3,029,605	-	3,029,605	-
128.	91161D	NEW BRITAIN	Washington School	50	n/a	Current - At-Risk	16,584	N	2,170,406	1,400,220	-	-	103,396	1,400,220	1,503,616	-	1,503,616	-
129.	85130D	NEW LONDON	G. Washington Carver Bldg	130	n/a	Current - At-Risk	5,787	N	4,811,770	4,811,770	-	-	3,992,525	4,811,770	8,804,295	-	8,804,295	-
130.	85129D	NEW LONDON	Ordono/Riozzi Courts	80	n/a	Current - At-Risk	10,030	N	4,314,265	4,314,265	-	-	3,090,900	4,314,265	7,405,165	-	7,405,165	-
131.	85125D	NEWINGTON	Cedar Village, Kelleher Park & New Meadow Village	106	n/a	Current - At-Risk	4,568	N	3,383,826	867,631	-	-	742,553	867,631	1,610,184	-	1,610,184	-
132.	85133D	NORTH CANAAN	Wangum Village	40	n/a	Current - At-Risk	15,917	N	1,218,290	268,479	-	-	321,588	268,479	590,067	-	590,067	-
133.	96083D	NORWALK	Ludlow (Commons) Square Congregate	44	n/a	Current - At-Risk	17,476	N	2,678,488	1,020,520	-	-	2,080,528	1,020,520	3,101,048	-	3,101,048	-
134.	97054D	NORWALK	Old Marvin, The	50	n/a	Current - At-Risk	53,802	N	2,690,083	1,277,548	-	-	295,354	1,277,548	1,572,901	-	1,572,901	-
135.	85141D	NORWICH	Eastwood Court & Harry Schwartz Manor	73	n/a	Current - At-Risk	8,536	N	3,015,418	699,153	-	-	1,219,586	699,153	1,918,739	-	1,918,739	-
136.	85144D	NORWICH	Hillside Apartments	26	n/a	Current - At-Risk	40,805	N	1,060,925	575,956	-	-	108,719	575,956	684,676	-	684,676	-
137.	90107D	NORWICH	J.F. Kennedy Apts & Heights	104	n/a	Current - At-Risk	9,252	N	4,841,288	2,034,663	-	-	249,083	2,034,663	2,283,746	-	2,283,746	-
138.	85139D	NORWICH	Melrose Park & Sunset Park	104	n/a	Current - At-Risk	10,600	N	5,676,155	2,133,883	-	-	140,102	2,133,883	2,273,985	-	2,273,985	-
139.	85142D	NORWICH	Rosewood Manor & Extension	110	n/a	Current - At-Risk	9,261	N	5,142,076	1,976,782	-	-	1,046,626	1,976,782	3,023,408	-	3,023,408	-
140.	89037D	NORWICH	St. Jude Common	51	n/a	Current - At-Risk	40,393	N	2,060,019	625,561	-	-	917,550	625,561	1,543,111	-	1,543,111	-
141.	84001D	PLAINVILLE	Center View Manor, Sunset Village & Woodmoor Vil	120	n/a	Current - At-Risk	10,234	N	5,275,436	3,089,456	-	-	2,394,462	3,089,456	5,483,919	-	5,483,919	-
142.	98059D	POMFRET	Seely Brown Village	32	n/a	Current - At-Risk	15,533	N	2,318,212	1,903,097	-	-	304,645	1,903,097	2,207,741	-	2,207,741	-
143.	85150D	PORTLAND	Quarry Heights & Extension	70	n/a	Current - At-Risk	8,622	N	2,804,126	2,357,516	-	-	604,832	2,357,516	2,962,348	-	2,962,348	-
144.	85152D	PRESTON	Lincoln Park	40	n/a	Current - At-Risk	12,593	N	2,089,665	1,238,690	-	-	636,595	1,238,690	1,875,286	-	1,875,286	-
145.	85153D	PUTNAM	Walter Crabtree Apts & Wm. St. Onge Apts	40	n/a	Current - At-Risk	5,511	N	1,089,317	279,291	-	-	571,399	279,291	850,690	-	850,690	-
146.	92071D	RIDGEFIELD	Prospect Ridge Congregate	34	n/a	Current - At-Risk	11,630	N	1,472,609	1,297,195	-	-	803,654	1,297,195	2,100,849	-	2,100,849	-
147.	89038D	ROCKY HILL	Harold J. Murphy Apts & Rocky Hill Seniors	70														

Capital Plan Summary Results by Property

#	CHFA Number	Municipality	Development Name	# of Units	Transaction Year	Deal Type	Critical Cap Needs/ Unit	Income-Tiering	20-Year Capital Need	Capital Investment Pre-Transaction	Capital Investment In Transaction	Per-Unit Capital Investment Proposed	Total Operating Subsidy Needed	Total Capital Subsidy Needed	Total Subsidy Needed	Capital Subsidy Recovered Through Cash	Total Subsidy Net of Recoverable	Total Funds Leveraged
165.	95051D	HARTFORD	Sheldon Common II Co-op	2	n/a	Current - Co-op	16,967	N	276,428	276,428	-	-	-	276,428	276,428	-	276,428	-
166.	94045D	HARTFORD	Villa Coqui Cooperative	13	n/a	Current - Co-op	17,294	N	1,581,235	1,581,235	-	-	-	1,581,235	1,581,235	-	1,581,235	-
167.	93041D	LITCHFIELD	Tannery Brook Cooperative	16	n/a	Current - Co-op	40,203	N	643,255	611,725	-	-	-	611,725	611,725	-	611,725	-
168.	92050D	MANCHESTER	Common Thread Cooperative	16	n/a	Current - Co-op	18,210	N	1,050,709	1,011,842	-	-	-	1,011,842	1,011,842	-	1,011,842	-
169.	96054D	NEW BRITAIN	So Main St Co-op/Willow Brook Estates Condo	10	n/a	Current - Co-op	11,629	N	545,703	538,062	-	-	-	538,062	538,062	-	538,062	-
170.	92093D	ROCKY HILL	Greenfield Village Coop Assoc.	10	n/a	Current - Co-op	2,469	N	416,438	412,937	-	-	-	412,937	412,937	-	412,937	-
171.	91239D	TORRINGTON	Riverside School Cooperative	12	n/a	Current - Co-op	21,559	N	1,174,407	1,174,407	-	-	-	1,174,407	1,174,407	-	1,174,407	-
172.	95126D	WATERBURY	Cherry St Cooperative	6	n/a	Current - Co-op	13,934	N	736,142	881,913	-	-	-	881,913	881,913	-	881,913	-
173.	98077D	WATERBURY	Lawrence Crest Co-op	13	n/a	Current - Co-op	10,551	N	892,449	881,913	-	-	-	881,913	881,913	-	881,913	-
174.	91264D	WEST HARTFORD	Brace Dale Cooperative	4	n/a	Current - Co-op	17,076	N	460,809	454,809	-	-	-	454,809	454,809	-	454,809	-
175.	95136D	WEST HARTFORD	Flagg Road Cooperative	10	n/a	Current - Co-op	25,357	N	1,277,403	1,169,182	-	-	-	1,169,182	1,169,182	-	1,169,182	-
176.	95135D	WESTBROOK	Patchogue Place Cooperative	12	n/a	Current - Co-op	16,051	N	1,674,210	1,674,210	-	-	-	1,674,210	1,674,210	-	1,674,210	-
177.	90138D	WINDHAM	Union St Cooperative, Inc	7	n/a	Current - Co-op	11,280	N	387,366	387,366	-	-	-	387,366	387,366	-	387,366	-
178.	85010D	BRISTOL	Mountain Laurel Manor	40	n/a	Current - Stable	12,066	N	1,309,224	-	-	-	-	-	-	-	-	-
179.	85015D	CHESHIRE	Beachport	48	n/a	Current - Stable	10,468	N	1,782,795	-	-	-	-	-	-	-	-	-
180.	85019D	COVENTRY	Orchard Hill Est I	40	n/a	Current - Stable	12,341	N	1,558,381	414,716	-	-	13,096	414,716	427,812	-	427,812	-
181.	85028D	DANBURY	Mill Ridge/Fairfield Ridge	30	n/a	Current - Stable	7,929	N	1,437,295	96,781	-	-	-	96,781	96,781	-	96,781	-
182.	81001D	FARMINGTON	Forest Court	36	n/a	Current - Stable	6,767	N	1,829,724	247,356	-	-	-	247,356	247,356	-	247,356	-
183.	85059D	GREENWICH	Adams Garden Apts	80	n/a	Current - Stable	17,554	N	5,098,066	607,181	-	-	-	607,181	607,181	-	607,181	-
184.	85063D	GRISWOLD	McCluggage Manor	30	n/a	Current - Stable	10,502	N	2,318,974	1,668,262	-	-	-	1,668,262	1,668,262	-	1,668,262	-
185.	85072D	HAMDEN	Centerville Village	40	n/a	Current - Stable	9,564	N	1,207,568	607,356	-	-	34,046	607,356	641,402	-	641,402	-
186.	85074D	HAMDEN	Mount Carmel	30	n/a	Current - Stable	12,481	N	1,162,219	133,088	-	-	-	133,088	133,088	-	133,088	-
187.	91082D	HARTFORD	42 Vernon Street	9	n/a	Current - Stable	5,098	N	467,698	119,542	-	-	-	119,542	119,542	-	119,542	-
188.	91081D	HARTFORD	655 Garden St	4	n/a	Current - Stable	22,567	N	257,495	186,527	-	-	-	186,527	186,527	-	186,527	-
189.	85077D	HARTFORD	95 Vine Street	31	n/a	Current - Stable	11,946	N	1,581,700	1,113,079	-	-	3,938	1,113,079	1,117,017	-	1,117,017	-
190.	85075D	HARTFORD	Casa Nueva	79	n/a	Current - Stable	10,220	N	3,123,510	309,331	-	-	-	309,331	309,331	-	309,331	-
191.	85076D	HARTFORD	Casa Verde Sur	39	n/a	Current - Stable	67,120	N	2,617,696	1,257,447	-	-	-	1,257,447	1,257,447	-	1,257,447	-
192.	87003D	HARTFORD	Enfield-Magnolia	20	n/a	Current - Stable	11,562	N	1,079,587	614,885	-	-	24	614,885	614,909	-	614,909	-
193.	85092D	MANCHESTER	March Community Residence	4	n/a	Current - Stable	6,292	N	92,195	-	-	-	-	-	-	-	-	-
194.	92051D	MANSFIELD	Holinko Estates	35	n/a	Current - Stable	10,053	N	2,664,490	308,574	-	-	4,975	308,574	313,549	-	313,549	-
195.	85097D	MIDDLEFIELD	SugarLoaf Terrace	30	n/a	Current - Stable	9,325	N	1,900,811	827,064	-	-	-	827,064	827,064	-	827,064	-
196.	86005D	MONROE	Fairway Acres	30	n/a	Current - Stable	12,986	N	1,644,656	1,201,248	-	-	17,229	1,201,248	1,218,477	-	1,218,477	-
197.	85007D	PUTNAM	Robert Bulger Apts	27	n/a	Current - Stable	10,234	N	732,469	176,610	-	-	35,910	176,610	212,519	-	212,519	-
198.	85199D	VERNON	Grove Court	54	n/a	Current - Stable	6,159	N	2,109,375	160,108	-	-	-	160,108	178,542	-	178,542	-
199.	93059D	VERNON	Westview Apts.	50	n/a	Current - Stable	11,383	N	2,985,542	656,249	-	-	-	656,249	656,249	-	656,249	-
200.	92082D	WALLINGFORD	John P. Savage	35	n/a	Current - Stable	12,785	N	1,736,293	1,070,537	-	-	41,643	1,070,537	1,112,180	-	1,112,180	-
201.	85209D	WALLINGFORD	McKenna Court	30	n/a	Current - Stable	13,101	N	1,074,256	-	-	-	-	-	-	-	-	-
202.	88052D	WETHERSFIELD	Harvey R. Fuller	32	n/a	Current - Stable	21,655	N	1,869,218	719,719	-	-	-	719,719	719,719	-	719,719	-
203.	85221D	WETHERSFIELD	James Devlin Court	50	n/a	Current - Stable	9,066	N	2,024,872	743,599	-	-	5,485	743,599	749,084	-	749,084	-
204.	87028D	WINDSOR LOCKS	Southwest Terrace Apts	40	n/a	Current - Stable	44,607	N	1,784,283	922,018	-	-	685	922,018	922,703	-	922,703	-
TOTALS				10,753					489,607,112	120,366,987	150,057,750	13,955	246,752,157	270,424,737	517,176,894	(49,176,034)	468,000,860	400,745,726

23. Appendix M – Summary Results by Property – Operations

Capital Plan Summary Results by Property - Operations

#	CHFA Number	Municipality	Development Name	# of Units	Rent Adjustment Types	Current Status					Projections in Model			Rent Adjustment Impacts			RAP Analysis	
						Average income relative to the Area Median Income (AMI)	Income Mix 0-25% AMI	Income Mix 25-50% AMI	Income Mix 50%+ AMI	Base Rent Affordability y (% AMI)	Income Mix 0-25% AMI	Income Mix 25-50% AMI	Income Mix 50%+ AMI	# of HHs Impacted by Base Rent Increase	# of HHs Affected by Income Tiering	Base Rent Affordability (% AMI)	Current # of RAP/PBV units	Projected # of New RAP units
1.	85001D	ANSONIA	J.J. O'Donnell Apts	40	No Rent Adjustments	15%	40	0	0	30%	Current	Current	Current	n/a	0	30%	40	0
2.	95002D	ASHFORD	Pompey Hollow	32	No Rent Adjustments	29%	26	4	2	29%	Current	Current	Current	n/a	0	29%	30	0
3.	85002D	BERLIN	Marjorie Moore Village & Percival Heights	70	No Rent Adjustments	27%	52	17	1	36%	Current	Current	Current	n/a	0	36%	40	0
4.	85006D	BETHEL	Augustana/Bishop Curtis Homes	44	No Rent Adjustments	21%	44	0	0	27%	Current	Current	Current	0	0	27%	44	0
5.	86001D	BETHEL	Reynold's Ridge 133	40	No Rent Adjustments	23%	40	0	0	40%	Current	Current	Current	0	0	40%	40	0
6.	85004D	BETHEL	Reynold's Ridge 166	40	Base Rent Increase	20%	30	10	0	3%	Current	Current	Current	30	0	30%	0	0
7.	91009D	BRANFORD	Ivy Street Apts	29	Base Rent Increase, Income Tiering	34%	16	8	5	20%	14	8	7	16	2	30%	0	0
8.	85005D	BRANFORD	Parkside Vill. I & II	90	No Rent Adjustments	21%	63	27	0	20%	Current	Current	Current	n/a	0	20%	34	0
9.	92002D	BRIDGEPORT	Helms Housing	12	Base Rent Increase, Income Tiering	42%	8	1	3	28%	4	4	4	8	4	30%	0	0
10.	90030D	BRISTOL	D.J. Komanetsky	44	No Rent Adjustments	26%	44	0	0	29%	Current	Current	Current	0	0	29%	44	0
11.	85010D	BRISTOL	Mountain Laurel Manor	40	No Rent Adjustments	20%	40	0	0	34%	Current	Current	Current	n/a	0	34%	40	0
12.	85008Z	BRISTOL	Zbkowski Park	90	New RAP	25%	71	16	3	20%	Current	Current	Current	0	0	30%	0	90
13.	85009D	BRISTOL	Zbkowski Park Section 8	32	No Rent Adjustments	17%	32	0	0	32%	Current	Current	Current	0	0	32%	32	0
14.	85011D	BROOKFIELD	Brooks Quarry	35	New RAP	21%	26	9	0	9%	Current	Current	Current	0	0	30%	0	35
15.	77004D	BROOKLYN	Tiffany Place	27	New RAP	-	27	0	0	0%	Current	Current	Current	-	0	41%	0	27
16.	85014D	CANTON	TWENTY ONE	40	No Rent Adjustments	21%	40	0	0	30%	Current	Current	Current	n/a	0	30%	40	0
17.	85015D	CHESHIRE	Beachport	48	No Rent Adjustments	23%	48	0	0	43%	Current	Current	Current	n/a	0	43%	48	0
18.	89005D	CLINTON	Glenhaven	30	Base Rent Increase	22%	21	8	1	6%	Current	Current	Current	21	0	30%	0	0
19.	85016D	COLCHESTER	Dublin Village & Annex & Poneman Village	70	No Rent Adjustments	18%	59	11	0	18%	Current	Current	Current	n/a	0	18%	59	0
20.	85019D	COVENTRY	Orchard Hill Est I	40	No Rent Adjustments	12%	40	0	0	26%	Current	Current	Current	n/a	0	26%	40	0
21.	85018D	COVENTRY	Orchard Hill Est II	40	Base Rent Increase	27%	23	14	3	9%	Current	Current	Current	23	0	30%	0	0
22.	85020D	DANBURY	Coal Pit Hill, Fairfield Ridge, Mill Ridge & Ext	290	No Rent Adjustments	N	193	89	8	12%	Current	Current	Current	0	0	30%	0	0
23.	85026D	DANBURY	Fairfield Ridge Rehab	25	No Rent Adjustments	27%	25	0	0	30%	Current	Current	Current	0	0	30%	25	0
24.	85028D	DANBURY	Mill Ridge/Fairfield Ridge	30	No Rent Adjustments	22%	30	0	0	36%	Current	Current	Current	n/a	0	36%	30	0
25.	85087D	DANIELSON-KILLINGLY	Birchwood Terrace	40	Base Rent Increase	28%	18	22	0	14%	Current	Current	Current	18	0	30%	0	0
26.	94048D	DANIELSON-KILLINGLY	Maple Court II	43	New RAP	29%	40	0	3	24%	Current	Current	Current	0	0	30%	0	43
27.	85085D	DANIELSON-KILLINGLY	Maple Courts	80	New RAP	27%	37	39	4	12%	Current	Current	Current	0	0	30%	0	80
28.	88004D	DARIEN	Old Town Hall	30	Base Rent Increase	23%	20	8	2	11%	Current	Current	Current	20	0	30%	0	0
29.	77007D	DEEP RIVER	Kirtland Commons	26	No Rent Adjustments	26%	17	8	1	27%	Current	Current	Current	n/a	0	27%	17	0
30.	85031D	DERBY	Cicia Manor, Lakeview Apts & Stygar Terrace	106	New RAP	24%	65	39	2	16%	Current	Current	Current	0	0	30%	0	106
31.	85032D	EAST HAMPTON	Bellwood Court & Chatham Acres	70	New RAP	25%	40	28	2	19%	Current	Current	Current	0	0	30%	0	70
32.	85035D	EAST HARTFORD	King Court	80	Base Rent Increase, Income Tiering	18%	62	16	2	19%	27	27	26	62	35	30%	6	0
33.	85036D	EAST HARTFORD	Veteran Terrace & Extension	150	No Rent Adjustments	20%	150	0	0	39%	Current	Current	Current	n/a	0	39%	150	0
34.	85038D	EAST WINDSOR	Park Hill	84	Base Rent Increase	24%	57	26	1	10%	Current	Current	Current	57	0	30%	0	0
35.	85040D	ELLINGTON	Snipsic Village I & II	42	Base Rent Increase	23%	27	14	1	9%	Current	Current	Current	27	0	30%	0	0
36.	85049D	ENFIELD	Ella Grasso Manor	40	No Rent Adjustments	22%	29	11	0	16%	Current	Current	Current	n/a	0	16%	24	0
37.	85044D	ENFIELD	Enfield Manor & Extension	80	No Rent Adjustments	20%	64	16	0	20%	Current	Current	Current	n/a	0	20%	48	0
38.	85042D	ENFIELD	Green Valley Village	84	Base Rent Increase	27%	57	24	3	12%	Current	Current	Current	57	0	30%	0	0
39.	85043D	ENFIELD	Laurel Park	90	Base Rent Increase, Income Tiering	22%	69	21	0	13%	68	21	1	69	1	30%	0	0
40.	92029D	ENFIELD	Pine Grove Manor	8	No Rent Adjustments	Not available	8	n/a	n/a	n/a	Current	Current	Current	n/a	0	n/a	0	0
41.	98019D	ENFIELD	Pleasant St Co-op	12	No Rent Adjustments	Not available	12	n/a	n/a	n/a	Current	Current	Current	n/a	0	n/a	0	0
42.	85046D	ENFIELD	Windsor Court & Extension	40	No Rent Adjustments	23%	27	12	1	17%	Current	Current	Current	n/a	0	17%	21	0
43.	85048D	ENFIELD	Woodside Park	40	No Rent Adjustments	23%	27	12	1	16%	Current	Current	Current	n/a	0	16%	18	0
44.	85051D	ESSEX	Essex Court	36	Base Rent Increase	22%	26	9	1	17%	Current	Current	Current	26	0	30%	0	0
45.	85052D	FAIRFIELD	PineTree Apts.	38	New RAP	27%	23	12	3	19%	Current	Current	Current	0	0	30%	0	38
46.	85054D	FAIRFIELD	Trefoil Court	30	No Rent Adjustments	22%	30	0	0	42%	Current	Current	Current	n/a	0	42%	30	0
47.	81001D	FARMINGTON	Forest Court	36	No Rent Adjustments	27%	18	15	3	51%	Current	Current	Current	n/a	0	51%	36	0
48.	85055D	FARMINGTON	Maple Village	40	Base Rent Increase	21%	30	10	0	8%	Current	Current	Current	30	0	30%	0	0
49.	85057D	GLASTONBURY	Center Village	50	Base Rent Increase	22%	36	14	0	21%	Current	Current	Current	36	0	30%	4	0
50.	95050D	GLASTONBURY	Cobbs Mill Crossing Cooperative	32	No Rent Adjustments	Not available	32	n/a	n/a	n/a	Current	Current	Current	n/a	0	n/a	0	0
51.	77013D	GLASTONBURY	Hale Farm	3	No Rent Adjustments	39%	0	2	1	31%	Current	Current	Current	0	0	30%	0	0
52.	91071D	GLASTONBURY	Herbert Clark House	45	No Rent Adjustments	33%	45	0	0	34%	Current	Current	Current	n/a	0	34%	45	0
53.	85058D	GLASTONBURY	Knox Lane Annex	40	Base Rent Increase	28%	21	16	3	22%	Current	Current	Current	21	0	30%	1	0
54.	85059D	GREENWICH	Adams Garden Apts	80	No Rent Adjustments	33%	29	41	10	17%	Current	Current	Current	n/a	0	17%	0	0
55.	85060D	GREENWICH	Armstrong Court	144	No Rent Adjustments	25%	87	44	13	15%	Current	Current	Current	n/a	0	15%	0	0
56.	89007D	GREENWICH	McKinney Terrace I & II	72	No Rent Adjustments	30%	58	11	3	29%	Current	Current	Current	n/a	0	29%	25	0
57.	99012D	GREENWICH	Hill House	38	No Rent Adjustments	22%	36	0	2	30%	Current	Current	Current	n/a	0	30%	24	0
58.	85061D	GREENWICH	Town Hall Annex	28	No Rent Adjustments	17%	28	0	0	52%	Current	Current	Current	0	0	53%	28	0
59.	85062D	GRISWOLD	Ashland Manor	30	Base Rent Increase	19%	25	5	0	4%	Current	Current	Current	25	0	28%	0	0
60.	85063D	GRISWOLD	McCluggage Manor	30	No Rent Adjustments	23%	17	13	0	4%	Current	Current	Current	n/a	0	4%	0	0
61.	85066D	GROTON	Grasso Gardens I & II	70	Base Rent Increase	26%	45	23	2	6%	Current	Current	Current	45	0	30%	0	0
62.	85064D	GROTON	Pequot Village I & II	105	Base Rent Increase	24%	67	36	2	5%	Current	Current	Current	67	0	30%	0	0
63.	85072D	HAMDEN	Centerville Village	40	No Rent Adjustments	28%	17	21	2	13%	Current	Current	Current	n/a	0	13%	17	0
64.	92030D	HAMDEN	Good Cents 1 & 2	4	No Rent Adjustments	35%	2	2	0	24%	Current	Current	Current	0	0	30%	4	0
65.	85070D	HAMDEN	Hamden Village	110	No Rent Adjustments	25%	71	32	7	14%	Current	Current	Current	n/a	0	30%	71	0
66.	85074D	HAMDEN	Mount Carmel	30	No Rent Adjustments	28%	17	11	2	31%	Current	Current	Current	n/a	0	31%	30	0
67.	94020E	HARTFORD	272 Cleveland Ave Cooperative	10	No Rent Adjustments	Not available	10	n/a	n/a	n/a	Current	Current	Current	n/a	0	n/a	0	0
68.	91082D	HARTFORD	42 Vernon Street	9	No Rent Adjustments	18%	9	0	0	36%	Current	Current	Current	n/a	0	36%	0	0
69.	91081D	HARTFORD	655 Garden St	4	No Rent Adjustments	39%	4	0	0	30%	Current	Current	Current	n/a	0	30%	0	0
70.	85077D	HARTFORD	95 Vine Street	31	No Rent Adjustments	14%	27	4	0	46%	Current	Current	Current	n/a	0	46%	31	0
71.	91080D	HARTFORD	96-98 Martin Street	6	No Rent Adjustments	9%	5	1	0	31%	Current	Current	Current	0	0	31%	6	0
72.	95055D	HARTFORD	Amistad Court Cooperative	14	No Rent Adjustments	Not available	14	n/a	n/a	n/a	Current	Current	Current	n/a	0	n/a	0	0
73.	00003D	HARTFORD	Bacon Congregate	23	No Rent Adjustments	14%	23	0	0	57%	Current	Current	Current	0	0	57%	23	0
74.	94036D	HARTFORD	Bristol Apts	15	Base Rent Increase, Income Tiering	6%	15	0	0	40%	5	5	5	15	10	39%	0	0
75.	85075D	HARTFORD	Casa Nueva	79	No Rent Adjustments	13%	79	0	0	56%	Current	Current	Current	n/a	0	56%	79	0
76.	85076D	HARTFORD	Casa Verde Sur	39	No Rent Adjustments	13%	39	0	0	51%	Current	Current	Current	n/a	0	51%	39	0
77.	94037D	HARTFORD	Ed O'Neill House	27	Base Rent Increase	32%	27	0	0	20%	Current	Current	Current	27	0	30%	1	0

Capital Plan Summary Results by Property - Operations

#	CHFA Number	Municipality	Development Name	# of Units	Rent Adjustment Types	Current Status					Projections in Model			Rent Adjustment Impacts			RAP Analysis	
						Average income relative to the Area Median Income (AMI)	Income Mix 0-25% AMI	Income Mix 25-50% AMI	Income Mix 50%+ AMI	Base Rent Affordability (% AMI)	Income Mix 0-25% AMI	Income Mix 25-50% AMI	Income Mix 50%+ AMI	# of HHs Impacted by Base Rent Increase	# of HHs Affected by Income Tiering	Base Rent Affordability (% AMI)	Current # of RAP/PBV units	Projected # of New RAP units
78.	87003D	HARTFORD	Enfield-Magnolia	20	No Rent Adjustments	13%	20	0	0	54%	Current	Current	Current	n/a	0	54%	20	0
79.	91096D	HARTFORD	Faith Manor	40	No Rent Adjustments	22%	35	4	1	50%	Current	Current	Current	n/a	0	50%	28	0
80.	77015D	HARTFORD	Harrington Place Cooperative	18	No Rent Adjustments	Not available	18	n/a	n/a	n/a	Current	Current	Current	n/a	0	n/a	0	0
81.	91099D	HARTFORD	Jackie Schaffer Apts	10	Base Rent Increase	30%	9	0	1	24%	Current	Current	Current	9	0	30%	0	0
82.	94035D	HARTFORD	M.J. Caruso Gables	36	No Rent Adjustments	30%	34	2	0	31%	Current	Current	Current	0	0	31%	20	0
83.	96026D	HARTFORD	Rehoboth Place Cooperative	15	No Rent Adjustments	Not available	15	n/a	n/a	n/a	Current	Current	Current	n/a	0	n/a	0	0
84.	94022D	HARTFORD	Rose Garden Cooperative	8	No Rent Adjustments	Not available	8	n/a	n/a	n/a	Current	Current	Current	n/a	0	n/a	0	0
85.	95040D	HARTFORD	Sheldon Common I Co-op	7	No Rent Adjustments	Not available	7	n/a	n/a	n/a	Current	Current	Current	n/a	0	n/a	0	0
86.	95051D	HARTFORD	Sheldon Common II Co-op	2	No Rent Adjustments	Not available	2	n/a	n/a	n/a	Current	Current	Current	n/a	0	n/a	0	0
87.	94045D	HARTFORD	Villa Coqui Cooperative	13	No Rent Adjustments	Not available	13	n/a	n/a	n/a	Current	Current	Current	n/a	0	n/a	0	0
88.	77014D	HARTFORD	Ward / Affleck	14	Base Rent Increase, Income Tiering	23%	14	0	0	27%	5	4	5	14	9	30%	0	0
89.	85078D	HARTFORD	Wolcott Place	18	No Rent Adjustments	14%	18	0	0	50%	Current	Current	Current	0	0	50%	18	0
90.	94021D	HARTFORD	Wooster Street (Ika Summers Square)	9	Base Rent Increase, Income Tiering	38%	9	0	0	32%	4	3	2	9	5	33%	1	0
91.	90075D	HEBRON	Stoncroft Village	25	No Rent Adjustments	24%	16	9	0	20%	Current	Current	Current	0	0	30%	10	0
92.	86004D	LEDYARD	King's Corner Manor	30	Base Rent Increase	25%	16	13	1	6%	Current	Current	Current	16	0	30%	0	0
93.	94052D	LITCHFIELD	Bantam Falls & Wells Run	66	Base Rent Increase, Income Tiering	23%	48	17	1	15%	22	44	0	48	27	30%	0	0
94.	93041D	LITCHFIELD	Tannery Brook Cooperative	16	No Rent Adjustments	Not available	16	n/a	n/a	n/a	Current	Current	Current	n/a	0	n/a	0	0
95.	92050D	MANCHESTER	Common Thread Cooperative	16	No Rent Adjustments	Not available	16	n/a	n/a	n/a	Current	Current	Current	n/a	0	n/a	0	0
96.	85092D	MANCHESTER	March Community Residence	4	No Rent Adjustments	26%	4	0	0	42%	Current	Current	Current	n/a	0	42%	4	0
97.	85090D	MANCHESTER	Spencer Village & Extension	80	No Rent Adjustments	20%	65	14	1	23%	Current	Current	Current	n/a	0	23%	65	0
98.	94054D	MANCHESTER	Westhill Gardens	37	No Rent Adjustments	28%	17	19	1	27%	Current	Current	Current	0	0	30%	17	0
99.	92051D	MANSFIELD	Holinko Estates	35	No Rent Adjustments	35%	18	14	3	29%	Current	Current	Current	n/a	0	29%	0	0
100.	85094D	MANSFIELD	Wright's Village	40	No Rent Adjustments	28%	17	19	4	18%	Current	Current	Current	n/a	0	18%	11	0
101.	94056D	MARLBOROUGH	Florence S. Lord	24	No Rent Adjustments	32%	23	0	1	37%	Current	Current	Current	n/a	0	37%	22	0
102.	85096D	MERIDEN	Johnson Farms & Yale Acres	214	Base Rent Increase	26%	176	35	3	22%	Current	Current	Current	176	0	30%	0	0
103.	96049D	MIDDLEBURY	New Horizons	5	Base Rent Increase, Income Tiering	5%	5	0	0	38%	2	2	1	5	3	38%	0	0
104.	85097D	MIDDLEFIELD	SugarLoaf Terrace	30	No Rent Adjustments	30%	1	29	0	36%	Current	Current	Current	n/a	0	36%	30	0
105.	91132D	MIDDLETOWN	Luther Manor	45	No Rent Adjustments	24%	44	0	1	37%	Current	Current	Current	0	0	37%	45	0
106.	85100D	MIDDLETOWN	Marino Manor	40	Base Rent Increase	23%	26	14	0	9%	Current	Current	Current	26	0	30%	0	0
107.	91135D	MILFORD	Alberta Jagoe Commons, C. McKeen Village I & II, E	135	New RAP	26%	76	55	4	11%	Current	Current	Current	0	0	30%	0	135
108.	86005D	MONROE	Fairway Acres	30	No Rent Adjustments	24%	19	11	0	24%	Current	Current	Current	n/a	0	24%	18	0
109.	85105D	MONTVILLE	Freedom Village & Independence Village	80	No Rent Adjustments	26%	47	30	3	10%	Current	Current	Current	n/a	0	10%	5	0
110.	92056D	MORRIS	Eldridge	20	Base Rent Increase	0%	20	0	0	10%	Current	Current	Current	20	0	30%	0	0
111.	85107D	NAUGATUCK	Oak Terrace/Extensions & Robert E Hutt Congregate	230	No Rent Adjustments	21%	166	60	4	7%	Current	Current	Current	n/a	0	7%	28	0
112.	04002D	NEW BRITAIN	Security Manor	50	No Rent Adjustments	19%	49	1	0	35%	Current	Current	Current	n/a	0	35%	50	0
113.	96054D	NEW BRITAIN	So Main St Co-op/Willow Brook Estates Condo	10	No Rent Adjustments	Not available	10	n/a	n/a	n/a	Current	Current	Current	n/a	0	n/a	0	0
114.	91161D	NEW BRITAIN	Washington School	50	No Rent Adjustments	48%	46	0	4	38%	Current	Current	Current	n/a	0	38%	0	0
115.	85120D	NEW HAVEN	Beechwood Gardens	82	Base Rent Increase, Income Tiering	46%	82	0	0	36%	28	27	27	82	54	34%	0	0
116.	95086D	NEW HAVEN	Ella B. Scantlebury	20	No Rent Adjustments	36%	20	0	0	42%	Current	Current	Current	0	0	42%	20	0
117.	85130D	NEW LONDON	G. Washington Carver Bldg	130	No Rent Adjustments	18%	114	14	2	26%	Current	Current	Current	n/a	0	26%	128	0
118.	85129D	NEW LONDON	Gordon/Riozzi Courts	80	No Rent Adjustments	20%	62	17	1	22%	Current	Current	Current	n/a	0	22%	79	0
119.	85125D	NEWINGTON	Cedar Village, Kelleher Park & New Meadow Village	106	No Rent Adjustments	24%	68	37	1	6%	Current	Current	Current	n/a	0	6%	0	0
120.	85131D	NORTH BRANFORD	Hillside Terrace & Extension	60	New RAP	27%	31	27	2	17%	Current	Current	Current	0	0	30%	0	60
121.	85133D	NORTH CANAAN	Wangum Village	40	No Rent Adjustments	21%	28	12	0	8%	Current	Current	Current	n/a	0	8%	0	0
122.	85134D	NORTH HAVEN	Parkside Manor & Temple Pines	70	Base Rent Increase	26%	38	28	4	9%	Current	Current	Current	38	0	30%	0	0
123.	95094D	NORWALK	16 School St	34	Base Rent Increase	30%	16	14	4	18%	Current	Current	Current	16	0	30%	0	0
124.	89036D	NORWALK	4-6 Arch St	8	Base Rent Increase	32%	2	6	0	12%	Current	Current	Current	2	0	30%	0	0
125.	85136D	NORWALK	Colonial Village	200	No Rent Adjustments	18%	200	0	0	77%	Current	Current	Current	0	0	77%	200	0
126.	96083D	NORWALK	Ludlow (Commons) Square Congregate	44	No Rent Adjustments	15%	44	0	0	27%	Current	Current	Current	n/a	0	27%	44	0
127.	97054D	NORWALK	Old Marvin, The	50	No Rent Adjustments	28%	47	0	3	26%	Current	Current	Current	n/a	0	26%	50	0
128.	85141D	NORWICH	Eastwood Court & Harry Schwartz Manor	73	No Rent Adjustments	19%	67	6	0	22%	Current	Current	Current	n/a	0	22%	67	0
129.	85144D	NORWICH	Hillside Apartments	26	No Rent Adjustments	19%	23	2	1	39%	Current	Current	Current	n/a	0	39%	23	0
130.	85138D	NORWICH	Hillside Terrace	118	Base Rent Increase	26%	75	42	1	21%	Current	Current	Current	75	0	30%	0	0
131.	90107D	NORWICH	J.F. Kennedy Apts & Heights	104	No Rent Adjustments	28%	71	31	2	17%	Current	Current	Current	n/a	0	17%	26	0
132.	85139D	NORWICH	Melrose Park & Sunset Park	104	No Rent Adjustments	30%	63	32	9	21%	Current	Current	Current	n/a	0	21%	18	0
133.	85142D	NORWICH	Rosewood Manor & Extension	110	No Rent Adjustments	22%	86	22	2	22%	Current	Current	Current	n/a	0	22%	86	0
134.	89037D	NORWICH	St. Jude Common	51	No Rent Adjustments	34%	43	1	7	30%	Current	Current	Current	n/a	0	30%	43	0
135.	97055D	OLD LYME	Rye Field Manor	39	No Rent Adjustments	28%	33	4	2	33%	Current	Current	Current	0	0	33%	37	0
136.	85145D	PLAINFIELD	Sunny Acres	40	Base Rent Increase	27%	21	18	1	17%	Current	Current	Current	21	0	30%	0	0
137.	84001D	PLAINVILLE	Center View Manor, Sunset Village & Woodmoor Vil	120	No Rent Adjustments	25%	68	49	3	5%	Current	Current	Current	n/a	0	5%	68	0
138.	85148D	PLYMOUTH	Gosinski Park	60	Base Rent Increase	19%	47	13	0	7%	Current	Current	Current	47	0	30%	0	0
139.	98059D	POMFRET	Seely Brown Village	32	No Rent Adjustments	28%	26	2	4	39%	Current	Current	Current	n/a	0	39%	32	0
140.	85150D	PORTLAND	Quarry Heights & Extension	70	No Rent Adjustments	21%	53	17	0	15%	Current	Current	Current	n/a	0	15%	39	0
141.	85152D	PRESTON	Lincoln Park	40	No Rent Adjustments	22%	28	12	0	16%	Current	Current	Current	n/a	0	16%	24	0
142.	85007D	PUTNAM	Robert Bulger Apts	27	No Rent Adjustments	28%	27	0	0	34%	Current	Current	Current	n/a	0	34%	27	0
143.	85153D	PUTNAM	Walter Crabtree Apts & Wm. St. Onge Apts	40	No Rent Adjustments	22%	33	7	0	25%	Current	Current	Current	n/a	0	25%	40	0
144.	77026D	RIDGEFIELD	Ballard Green	60	Base Rent Increase	21%	45	15	0	16%	Current	Current	Current	45	0	30%	0	0
145.	92071D	RIDGEFIELD	Prospect Ridge Congregate	34	No Rent Adjustments	0%	34	0	0	25%	Current	Current	Current	n/a	0	25%	34	0
146.	92093D	ROCKY HILL	Greenfield Village Coop Assoc.	10	No Rent Adjustments	Not available	10	n/a	n/a	n/a	Current	Current	Current	n/a	0	n/a	0	0
147.	89038D	ROCKY HILL	Harold J. Murphy Apts & Rocky Hill Seniors	70	No Rent Adjustments	25%	39	28	3	5%	Current	Current	Current	n/a	0	5%	0	0
148.	85158D	SEYMOUR	Castle Heights & Hoffman Heights	36	Base Rent Increase	32%	26	8	2	19%	Current	Current	Current	26	0	30%	0	0
149.	85158Z	SEYMOUR	Smith Acres & Extension	45	Base Rent Increase	29%	28	12	5	18%	Current	Current	Current	28	0	30%	0	0
150.	85161D	SHELTON	Devaux Apts	40	Base Rent Increase	17%	37	3	0	6%	Current	Current	Current	37	0	30%	0	0
151.	85162D	SHELTON	Sinsabaugh Heights I & II	80	Base Rent Increase	26%	44	35	1	9%	Current	Current	Current	44	0	30%	0	0
152.	85163D	SIMSBURY	Murphy Apts/Extension & Virginia Connolly	110	No Rent Adjustments	23%	88	20	2	16%	Current	Current	Current	n/a	0	16%	51	0
153.	90115D	SOUTH WINDSOR	Flax Hill	40														

Capital Plan Summary Results by Property - Operations

#	CHFA Number	Municipality	Development Name	# of Units	Rent Adjustment Types	Current Status					Projections in Model			Rent Adjustment Impacts			RAP Analysis	
						Average income relative to the Area Median Income (AMI)	Income Mix 0-25% AMI	Income Mix 25-50% AMI	Income Mix 50%+ AMI	Base Rent Affordability (% AMI)	Income Mix 0-25% AMI	Income Mix 25-50% AMI	Income Mix 50%+ AMI	# of HHs Impacted by Base Rent Increase	# of HHs Affected by Income Tiering	Base Rent Affordability (% AMI)	Current # of RAP/PBV units	Projected # of New RAP units
155.	85168D	SOUTHINGTON	Dicaprio Forgione, Gen. Pulaski & Lincoln Lewis	120	New RAP	24%	77	39	4	8%	Current	Current	Current	0	0	30%	0	120
156.	85169D	SOUTHINGTON	Zdunczyk Terrace	60	Base Rent Increase	27%	32	24	4	8%	Current	Current	Current	32	0	30%	0	0
157.	85174D	STAFFORD	Avery Park & Extensions	110	New RAP	24%	69	39	2	4%	Current	Current	Current	0	0	30%	0	110
158.	85180D	STAMFORD	Edward Czesiek Homes	50	No Rent Adjustments	14%	45	5	0	21%	Current	Current	Current	n/a	0	21%	41	0
159.	85179D	STAMFORD	Lawnhill Terrace	206	Base Rent Increase	24%	168	36	2	29%	Current	Current	Current	168	0	30%	0	0
160.	85177D	STAMFORD	Oak Park	168	Base Rent Increase	25%	135	32	1	24%	Current	Current	Current	135	0	30%	0	0
161.	92077D	STAMFORD	Parkside Gables	69	Base Rent Increase, Income Tiering	35%	26	30	13	22%	21	32	16	26	5	30%	0	0
162.	90116D	STAMFORD	Wormser Congregate	40	No Rent Adjustments	28%	34	3	3	26%	Current	Current	Current	n/a	0	26%	20	0
163.	85181D	STONINGTON	E. K. Richmond Homes	60	Base Rent Increase,	28%	27	31	2	13%	Current	Current	Current	27	0	30%	0	0
164.	88048D	STRATFORD	Lucas Gardens I & II	53	New RAP	28%	23	28	2	16%	Current	Current	Current	0	0	30%	0	53
165.	85183D	STRATFORD	Shiloh Gardens	60	Base Rent Increase, Income Tiering	22%	44	16	0	17%	32	16	12	44	12	30%	0	0
166.	88049D	SUFFIELD	Broder Place, Laurel Court & Maple Court	70	Base Rent Increase	23%	48	21	1	7%	Current	Current	Current	48	0	30%	0	0
167.	85186D	THOMASTON	Green Manor	62	New RAP	22%	41	21	0	4%	Current	Current	Current	0	0	30%	0	62
168.	85188D	THOMPSON	Gladys Green Apts & Pineview Court	70	Base Rent Increase	21%	49	21	0	3%	Current	Current	Current	49	0	28%	0	0
169.	95056D	THOMPSON	River Mill Village (fka Three Rows)	53	New RAP	47%	49	0	4	34%	Current	Current	Current	0	0	35%	0	49
170.	85190D	TOLLAND	Old Post Village	30	Base Rent Increase	27%	15	13	2	10%	Current	Current	Current	15	0	30%	0	0
171.	91239D	TORRINGTON	Riverside School Cooperative	12	No Rent Adjustments	Not available	12	n/a	n/a	n/a	Current	Current	Current	n/a	0	n/a	0	0
172.	85195D	TRUMBULL	Stern Village	222	No Rent Adjustments	29%	122	81	19	7%	Current	Current	Current	n/a	0	7%	25	0
173.	91242D	VERNON	Francis J. Pitkat Cong	43	New RAP	30%	43	0	0	23%	Current	Current	Current	0	0	30%	14	43
174.	85199D	VERNON	Grove Court	54	No Rent Adjustments	26%	28	25	1	17%	Current	Current	Current	n/a	0	17%	6	0
175.	93059D	VERNON	Westview Apts.	50	No Rent Adjustments	35%	49	0	1	44%	Current	Current	Current	n/a	0	44%	10	0
176.	85202D	VOLUNTOWN	Greenwood Manor	20	Base Rent Increase	22%	12	8	0	11%	Current	Current	Current	12	0	30%	0	0
177.	85206D	WALLINGFORD	East Side Terrace	30	No Rent Adjustments	24%	20	9	1	16%	Current	Current	Current	n/a	0	16%	20	0
178.	92082D	WALLINGFORD	John P. Savage	35	No Rent Adjustments	29%	15	18	2	17%	Current	Current	Current	n/a	0	17%	15	0
179.	85208D	WALLINGFORD	McGuire Court	50	No Rent Adjustments	23%	32	18	0	16%	Current	Current	Current	0	0	30%	32	0
180.	85209D	WALLINGFORD	McKenna Court	30	No Rent Adjustments	27%	30	0	0	53%	Current	Current	Current	n/a	0	53%	30	0
181.	85207D	WALLINGFORD	South Side Terrace	40	No Rent Adjustments	22%	28	11	1	16%	Current	Current	Current	0	0	30%	28	0
182.	85204D	WALLINGFORD	Ulbrich Heights & Extension	132	Base Rent Increase, Income Tiering	26%	90	38	4	24%	57	49	26	90	33	30%	0	0
183.	95124D	WASHINGTON	Dodge Farms	14	Base Rent Increase, Income Tiering	33%	11	1	2	33%	7	4	3	11	4	32%	0	0
184.	95126D	WATERBURY	Cherry St Cooperative	6	No Rent Adjustments	Not available	6	n/a	n/a	n/a	Current	Current	Current	n/a	0	n/a	0	0
185.	98077D	WATERBURY	Lawrence Crest Co-op	13	No Rent Adjustments	Not available	13	n/a	n/a	n/a	Current	Current	Current	n/a	0	n/a	0	0
186.	90133D	WATERBURY	Liberty Hall Apts	16	Base Rent Increase, Income Tiering	29%	12	4	0	28%	6	5	5	12	6	30%	0	0
187.	85215D	WATERTOWN	Buckingham Terrace, Country Ridge & Truman Terra	120	No Rent Adjustments	28%	53	63	4	6%	Current	Current	Current	n/a	0	6%	0	0
188.	91264D	WEST HARTFORD	Brace Dale Cooperative	4	No Rent Adjustments	Not available	4	n/a	n/a	n/a	Current	Current	Current	n/a	0	n/a	0	0
189.	95136D	WEST HARTFORD	Flagg Road Cooperative	10	No Rent Adjustments	59%	2	4	4	n/a	Current	Current	Current	n/a	0	n/a	0	0
190.	85216D	WEST HARTFORD	Elm Grove	40	Base Rent Increase	21%	30	8	2	11%	Current	Current	Current	30	0	30%	0	0
191.	95135D	WESTBROOK	Patchogue Place Cooperative	12	No Rent Adjustments	Not available	12	n/a	n/a	n/a	Current	Current	Current	n/a	0	n/a	0	0
192.	96102D	WESTBROOK	Worthington Manor	32	Base Rent Increase	35%	20	10	2	16%	Current	Current	Current	20	0	30%	0	0
193.	85220D	WETHERSFIELD	Adams Apts & Comhall Conv	30	No Rent Adjustments	16%	29	1	0	17%	Current	Current	Current	n/a	0	17%	18	0
194.	88052D	WETHERSFIELD	Harvey R. Fuller	32	No Rent Adjustments	27%	16	14	2	21%	Current	Current	Current	n/a	0	21%	15	0
195.	85221D	WETHERSFIELD	James Devlin Court	50	No Rent Adjustments	25%	27	22	1	20%	Current	Current	Current	n/a	0	20%	30	0
196.	85224D	WINDHAM	Eastman Curran Terrace	78	New RAP	28%	42	31	5	16%	Current	Current	Current	0	0	30%	0	78
197.	86013D	WINDHAM	Hevrin Terrace	90	No Rent Adjustments	22%	90	0	0	29%	Current	Current	Current	n/a	0	29%	0	0
198.	85225D	WINDHAM	Jonathan Trumbull & Rev. Honan Terrace	90	Base Rent Increase	18%	77	13	0	16%	Current	Current	Current	77	0	30%	0	0
199.	85224Z	WINDHAM	Terry Court	68	Base Rent Increase	24%	47	19	2	15%	Current	Current	Current	47	0	30%	0	0
200.	90138D	WINDHAM	Union St Cooperative, Inc	7	No Rent Adjustments	Not available	7	n/a	n/a	n/a	Current	Current	Current	n/a	0	n/a	0	0
201.	85227D	WINDSOR	Millbrook Village	60	New RAP	21%	49	11	0	13%	Current	Current	Current	0	0	30%	0	60
202.	85228D	WINDSOR	Shad Run Terrace	52	Base Rent Increase	22%	34	18	0	14%	Current	Current	Current	34	0	30%	0	0
203.	87028D	WINDSOR LOCKS	Southwest Terrace Apts	40	No Rent Adjustments	27%	19	18	3	15%	Current	Current	Current	n/a	0	15%	10	0
204.	85229D	WOODSTOCK	New Roxbury Village	24	Base Rent Increase	23%	15	9	0	11%	Current	Current	Current	15	0	30%	0	0
TOTALS							7,897	2,558	298					2,409	210		3,206	1,259

24. Appendix N – Transactions by Year

Capital Plan Transactions by Year

	<i>End of Capital Plan Period</i>									Capital Plan 10-Year Total
	Years 1 & 2 2013-2014	Year 3 2015	Year 4 2016	Year 5 2017	Year 6 2018	Year 7 2019	Year 8 2020	Year 9 2021	Year 10 2022	
<u>Transactions by Deal Type</u>										
# of Current - At-Risk/Workouts	53	-	-	-	-	-	-	-	-	53
# of Current - Stable Properties	27	-	-	-	-	-	-	-	-	27
# of Current - Co-operatives	22	-	-	-	-	-	-	-	-	22
# of Recoverable Grant Transactions	3	3	2	3	1	2	2	-	-	16
# of Debt Only Transactions	3	1	2	4	2	1	3	-	-	16
# of 4% LIHTC Transactions	11	12	8	7	9	14	9	-	-	70
# of 9% LIHTC Transactions	-	-	-	-	-	-	-	-	-	-
Total # of Transactions	119	16	12	14	12	17	14	-	-	204
<u>Transactions by Market Region</u>										
# of Transactions in the City of Hartford	16	1	2	1	2	1	1	-	-	24
# of Transactions in the Northcentral Region	9	2	3	1	1	3	1	-	-	20
# of Transactions in the Northeast Region	11	1	1	2	3	1	-	-	-	19
# of Transactions in the East of River Region	15	1	-	2	1	2	-	-	-	21
# of Transactions in the Shoreline-Southeast Region	16	1	-	-	-	3	4	-	-	24
# of Transactions in the New Haven Region	10	2	2	2	3	-	2	-	-	21
# of Transactions in the Naugatuck Valley Region	6	2	3	-	1	1	-	-	-	13
# of Transactions in the Fairfield County Region	17	5	1	3	1	5	2	-	-	34
# of Transactions in the West of River Region	16	-	-	2	-	1	3	-	-	22
# of Transactions in the Litchfield Region	3	1	-	1	-	-	1	-	-	6
Total # of Transactions	119	16	12	14	12	17	14	-	-	204
<u>Transactions by Property Size</u>										
# of Very Small (1-25 units) Transactions	28	2	2	4	3	4	3	-	-	46
# of Small (26-50 units) Transactions	55	6	4	5	5	5	8	-	-	88
# of Medium (26-75 units) Transactions	21	6	4	4	2	7	1	-	-	45
# of Large (76-222 units) Transactions	15	2	2	1	2	1	2	-	-	25
Total # of Transactions	119	16	12	14	12	17	14	-	-	204
<u>Transactions by Property Type</u>										
# of Family Transactions	42	6	7	4	4	1	4	-	-	68
# of Elderly Transactions	65	10	5	9	6	14	9	-	-	118
# of Congregate Transactions	11	-	-	1	2	2	1	-	-	17
# of Mixed Transactions	1	-	-	-	-	-	-	-	-	1
Total # of Transactions	119	16	12	14	12	17	14	-	-	204
<u>Transactions by SH Program Type</u>										
# of SH Elderly Transactions	46	9	5	9	6	13	9	-	-	97
# of SH Elderly Section 8 Transactions	7	1	-	-	-	-	-	-	-	8
# of SH Moderate Rental Transactions	13	5	5	2	1	-	1	-	-	27
# of SH Moderate Rental Section 8 Transactions	11	-	-	-	1	-	2	-	-	14
# of SH Congregate Transactions	14	-	-	1	2	2	1	-	-	20
# of SH Affordable Housing Transactions	6	1	2	2	2	2	1	-	-	16
# of SH Mutual Housing Transactions	1	-	-	-	-	-	-	-	-	1
# of SH Limited Equity Transactions	21	-	-	-	-	-	-	-	-	21
Total # of Transactions	119	16	12	14	12	17	14	-	-	204

25. Appendix O – Property Transaction Needs

Capital Plan - Property Transaction Needs

#	CHFA Number	Municipality	Development Name	# of Units	Capital Needs Per Unit	Relative Need	Critical Capital Needs Per Unit	Relative Need	Total Development Cost Per Unit	Relative TDC
1.	85001D	ANSONIA	J.J. O'Donnell Apts	40	\$38,498	Low/Middle Need	\$7,151	Low Need	n/a	n/a
2.	95002D	ASHFORD	Pompey Hollow	32	\$50,484	Middle/High Need	\$50,484	High Need	n/a	n/a
3.	85002D	BERLIN	Marjorie Moore Village & Percival Heights	70	\$28,178	Low Need	\$11,235	Low/Middle Need	n/a	n/a
4.	85006D	BETHEL	Augustana/Bishop Curtis Homes	44	\$24,776	Low Need	\$6,699	Low Need	\$41,695	Low TDC
5.	86001D	BETHEL	Reynold's Ridge 133	40	\$52,350	Middle/High Need	\$11,561	Middle/High Need	\$168,799	High TDC
6.	85004D	BETHEL	Reynold's Ridge 166	40	\$52,771	Middle/High Need	\$11,453	Middle/High Need	\$143,449	Middle/High TDC
7.	91009D	BRANFORD	Ivy Street Apts	29	\$67,843	High Need	\$11,550	Middle/High Need	\$165,989	High TDC
8.	85005D	BRANFORD	Parkside Vill. I & II	90	\$41,251	Low/Middle Need	\$15,491	High Need	n/a	n/a
9.	92002D	BRIDGEPORT	Helms Housing	12	\$72,998	High Need	\$17,069	High Need	\$140,540	Middle/High TDC
10.	90030D	BRISTOL	D.J. Komanetsky	44	\$32,815	Low Need	\$7,377	Low Need	\$105,480	Low/Middle TDC
11.	85010D	BRISTOL	Mountain Laurel Manor	40	\$32,731	Low Need	\$12,066	Middle/High Need	n/a	n/a
12.	85008Z	BRISTOL	Zbikowski Park	90	\$43,447	Low/Middle Need	\$15,658	High Need	\$137,883	Middle/High TDC
13.	85009D	BRISTOL	Zbikowski Park Section 8	32	\$14,378	Low Need	\$3,488	Low Need	\$50,187	Low TDC
14.	85011D	BROOKFIELD	Brooks Quarry	35	\$62,845	High Need	\$14,350	High Need	\$171,297	High TDC
15.	77004D	BROOKLYN	Tiffany Place	27	\$147,494	High Need	\$56,824	High Need	\$325,230	High TDC
16.	85014D	CANTON	TWENTY ONE	40	\$50,246	Middle/High Need	\$10,912	Low/Middle Need	n/a	n/a
17.	85015D	CHESHIRE	Beachport	48	\$37,142	Low/Middle Need	\$10,468	Low/Middle Need	n/a	n/a
18.	89005D	CLINTON	Glenhaven	30	\$26,755	Low Need	\$10,814	Low/Middle Need	\$64,131	Low TDC
19.	85016D	COLCHESTER	Dublin Village & Annex & Poneman Village	70	\$40,750	Low/Middle Need	\$12,475	Middle/High Need	n/a	n/a
20.	85019D	COVENTRY	Orchard Hill Est I	40	\$38,960	Low/Middle Need	\$12,341	Middle/High Need	n/a	n/a
21.	85018D	COVENTRY	Orchard Hill Est II	40	\$41,140	Low/Middle Need	\$12,778	Middle/High Need	\$124,917	Middle/High TDC
22.	85020D	DANBURY	Coal Pit Hill, Fairfield Ridge, Mill Ridge & Extension	290	\$56,629	High Need	\$13,196	Middle/High Need	\$162,749	High TDC
23.	85026D	DANBURY	Fairfield Ridge Rehab	25	\$56,535	High Need	\$9,724	Low/Middle Need	\$157,356	High TDC
24.	85028D	DANBURY	Mill Ridge/Fairfield Ridge	30	\$47,910	Middle/High Need	\$7,929	Low Need	n/a	n/a
25.	85087D	DANIELSON-KILLINGLY	Birchwood Terrace	40	\$54,996	Middle/High Need	\$11,981	Middle/High Need	\$147,888	High TDC
26.	94048D	DANIELSON-KILLINGLY	Maple Court II	43	\$72,135	High Need	\$15,461	High Need	\$197,778	High TDC
27.	85085D	DANIELSON-KILLINGLY	Maple Courts	80	\$41,522	Low/Middle Need	\$8,596	Low Need	\$145,444	High TDC
28.	88004D	DARIEN	Old Town Hall	30	\$49,005	Middle/High Need	\$14,852	High Need	\$168,348	High TDC
29.	77007D	DEEP RIVER	Kirtland Commons	26	\$58,113	High Need	\$58,113	High Need	n/a	n/a
30.	85031D	DERBY	Cicia Manor, Lakeview Apts & Stygar Terrace	106	\$43,359	Low/Middle Need	\$9,908	Low/Middle Need	\$136,122	Middle/High TDC
31.	85032D	EAST HAMPTON	Bellwood Court & Chatham Acres	70	\$32,572	Low Need	\$11,481	Middle/High Need	\$134,209	Middle/High TDC
32.	85035D	EAST HARTFORD	King Court	80	\$37,948	Low/Middle Need	\$11,395	Low/Middle Need	\$106,567	Middle/High TDC
33.	85036D	EAST HARTFORD	Veteran Terrace & Extension	150	\$38,909	Low/Middle Need	\$8,945	Low Need	n/a	n/a
34.	85038D	EAST WINDSOR	Park Hill	84	\$34,429	Low Need	\$4,673	Low Need	\$108,169	Low/Middle TDC
35.	85040D	ELLINGTON	Snipsc Village I & II	42	\$26,340	Low Need	\$8,426	Low Need	\$90,829	Low/Middle TDC
36.	85049D	ENFIELD	Ella Grasso Manor	40	\$34,559	Low Need	\$11,109	Low/Middle Need	n/a	n/a
37.	85044D	ENFIELD	Enfield Manor & Extension	80	\$32,566	Low Need	\$9,565	Low/Middle Need	n/a	n/a
38.	85042D	ENFIELD	Green Valley Village	84	\$40,576	Low/Middle Need	\$9,846	Low/Middle Need	\$135,785	Middle/High TDC
39.	85043D	ENFIELD	Laurel Park	90	\$56,852	High Need	\$14,072	Middle/High Need	\$159,801	High TDC
40.	92029D	ENFIELD	Pine Grove Manor	8	\$126,550	High Need	\$20,660	High Need	n/a	n/a
41.	98019D	ENFIELD	Pleasant St Co-op	12	\$87,075	High Need	\$11,812	Middle/High Need	n/a	n/a
42.	85046D	ENFIELD	Windsor Court & Extension	40	\$40,310	Low/Middle Need	\$10,819	Low/Middle Need	n/a	n/a
43.	85048D	ENFIELD	Woodside Park	40	\$38,119	Low/Middle Need	\$10,591	Low/Middle Need	n/a	n/a
44.	85051D	ESSEX	Essex Court	36	\$45,805	Middle/High Need	\$12,731	Middle/High Need	\$124,811	Middle/High TDC
45.	85052D	FAIRFIELD	PineTree Apts.	38	\$38,449	Low/Middle Need	\$8,852	Low Need	\$124,632	Middle/High TDC
46.	85054D	FAIRFIELD	Trefoil Court	30	\$50,227	Middle/High Need	\$10,467	Low/Middle Need	n/a	n/a
47.	81001D	FARMINGTON	Forest Court	36	\$50,826	Middle/High Need	\$6,767	Low Need	n/a	n/a
48.	85055D	FARMINGTON	Maple Village	40	\$36,193	Low Need	\$5,992	Low Need	\$118,109	Low/Middle TDC
49.	85057D	GLASTONBURY	Center Village	50	\$36,860	Low Need	\$36,860	High Need	\$82,778	Low TDC
50.	95050D	GLASTONBURY	Cobbs Mill Crossing Cooperative	32	\$75,210	High Need	\$15,443	High Need	n/a	n/a
51.	77013D	GLASTONBURY	Hale Farm	3	\$27,550	Low Need	\$758	Low Need	\$61,772	Low TDC
52.	91071D	GLASTONBURY	Herbert Clark House	45	\$29,879	Low Need	\$8,725	Low Need	n/a	n/a
53.	85058D	GLASTONBURY	Knox Lane Annex	40	\$42,066	Low/Middle Need	\$42,066	High Need	\$128,758	Middle/High TDC
54.	85059D	GREENWICH	Adams Garden Apts	80	\$63,726	High Need	\$17,554	High Need	n/a	n/a
55.	85060D	GREENWICH	Armstrong Court	144	\$96,621	High Need	\$17,735	High Need	n/a	n/a
56.	89007D	GREENWICH	McKinney Terrace I & II	72	\$57,622	High Need	\$15,057	High Need	n/a	n/a
57.	99012D	GREENWICH	Hill House	38	\$51,953	Middle/High Need	\$14,126	Middle/High Need	n/a	n/a
58.	85061D	GREENWICH	Town Hall Annex	28	\$53,778	Middle/High Need	\$20,484	High Need	\$117,886	Low/Middle TDC
59.	85062D	GRISWOLD	Ashland Manor	30	\$30,157	Low Need	\$9,472	Low/Middle Need	\$71,085	Low TDC
60.	85063D	GRISWOLD	McCluggage Manor	30	\$77,299	High Need	\$10,502	Low/Middle Need	n/a	n/a
61.	85066D	GROTON	Grasso Gardens I & II	70	\$36,971	Low/Middle Need	\$11,999	Middle/High Need	\$112,959	Low/Middle TDC
62.	85064D	GROTON	Pequot Village I & II	105	\$34,307	Low Need	\$11,271	Low/Middle Need	\$97,876	Low/Middle TDC
63.	85072D	HAMDEN	Centerville Village	40	\$30,189	Low Need	\$9,564	Low/Middle Need	n/a	n/a
64.	92030D	HAMDEN	Good Cents 1 & 2	4	\$69,567	High Need	\$10,697	Low/Middle Need	\$137,124	Middle/High TDC
65.	85070D	HAMDEN	Hamden Village	110	\$31,334	Low Need	\$10,290	Low/Middle Need	n/a	n/a
66.	85074D	HAMDEN	Mount Carmel	30	\$38,741	Low/Middle Need	\$12,481	Middle/High Need	n/a	n/a
67.	94020E	HARTFORD	272 Cleveland Ave Cooperative	10	\$49,283	Middle/High Need	\$11,475	Middle/High Need	n/a	n/a
68.	91082D	HARTFORD	42 Vernon Street	9	\$51,966	Middle/High Need	\$5,098	Low Need	n/a	n/a
69.	91081D	HARTFORD	655 Garden St	4	\$64,374	High Need	\$22,567	High Need	n/a	n/a
70.	85077D	HARTFORD	95 Vine Street	31	\$51,023	Middle/High Need	\$11,946	Middle/High Need	n/a	n/a
71.	91080D	HARTFORD	96-98 Martin Street	6	\$64,725	High Need	\$13,561	Middle/High Need	\$92,894	Low/Middle TDC
72.	95055D	HARTFORD	Amistad Court Cooperative	14	\$72,799	High Need	\$15,877	High Need	n/a	n/a
73.	00003D	HARTFORD	Bacon Congregate	23	\$47,489	Middle/High Need	\$18,559	High Need	\$242,530	High TDC
74.	94036D	HARTFORD	Bristol Apts	15	\$33,456	Low Need	\$7,282	Low Need	\$57,348	Low TDC
75.	85075D	HARTFORD	Casa Nueva	79	\$39,538	Low/Middle Need	\$10,220	Low/Middle Need	n/a	n/a
76.	85076D	HARTFORD	Casa Verde Sur	39	\$67,120	High Need	\$67,120	High Need	n/a	n/a
77.	94037D	HARTFORD	Ed O'Neill House	27	\$38,585	Low/Middle Need	\$4,148	Low Need	\$74,887	Low TDC
78.	87003D	HARTFORD	Enfield-Magnolia	20	\$53,979	Middle/High Need	\$11,562	Middle/High Need	n/a	n/a
79.	91096D	HARTFORD	Faith Manor	40	\$32,819	Low Need	\$6,713	Low Need	n/a	n/a
80.	77015D	HARTFORD	Harrington Place Cooperative	18	\$128,923	High Need	\$20,773	High Need	n/a	n/a
81.	91099D	HARTFORD	Jackie Schaffer Apts	10	\$49,027	Middle/High Need	\$9,657	Low/Middle Need	\$83,035	Low TDC
82.	94035D	HARTFORD	M.J. Caruso Gables	36	\$38,864	Low/Middle Need	\$10,641	Low/Middle Need	\$117,930	Low/Middle TDC
83.	96026D	HARTFORD	Rehoboth Place Cooperative	15	\$114,899	High Need	\$21,250	High Need	n/a	n/a
84.	94022D	HARTFORD	Rose Garden Cooperative	8	\$129,725	High Need	\$34,648	High Need	n/a	n/a
85.	95040D	HARTFORD	Sheldon Common I Co-op	7	\$96,119	High Need	\$14,587	High Need	n/a	n/a
86.	95051D	HARTFORD	Sheldon Common II Co-op	2	\$138,214	High Need	\$16,967	High Need	n/a	n/a
87.	94045D	HARTFORD	Villa Coqui Cooperative	13	\$121,633	High Need	\$17,294	High Need	n/a	n/a
88.	77014D	HARTFORD	Ward / Affleck	14	\$56,154	High Need	\$9,587	Low/Middle Need	\$87,309	Low TDC
89.	85078D	HARTFORD	Wolcott Place	18	\$54,376	Middle/High Need	\$10,055	Low/Middle Need	\$200,453	High TDC
90.	94021D	HARTFORD	Wooster Street (fka Summers Square)	9	\$62,458	High Need	\$10,300	Low/Middle Need	\$103,440	Low/Middle TDC
91.	90075D	HEBRON	Stoncroft Village	25	\$43,922	Low/Middle Need	\$9,395	Low/Middle Need	\$80,098	Low TDC
92.	86004D	LEDYARD	King's Corner Manor	30	\$50,998	Middle/High Need	\$9,156	Low Need	\$157,625	High TDC
93.	94052D	LITCHFIELD	Bantam Falls & Wells Run	66	\$29,710	Low Need	\$8,385	Low Need	\$52,851	Low TDC
94.	93041D	LITCHFIELD	Tannery Brook Cooperative	16	\$40,203	Low/Middle Need	\$40,203	High Need	n/a	n/a
95.	92050D	MANCHESTER	Common Thread Cooperative	16	\$65,669	High Need	\$18,210	High Need	n/a	n/a
96.	85092D	MANCHESTER	March Community Residence	4	\$23,049	Low Need	\$6,292	Low Need	n/a	n/a
97.	85090D	MANCHESTER	Spencer Village & Extension	80	\$29,520	Low Need	\$8,782	Low Need	n/a	n/a
98.	94054D	MANCHESTER	Westhill Gardens	37	\$40,998	Low/Middle Need	\$14,035	Middle/High Need	\$131,239	Middle/High TDC
99.	92051D	MANSFIELD	Holinko Estates	35	\$76,128	High Need	\$10,053	Low/Middle Need	n/a	n/a
100.	85094D	MANSFIELD	Wright's Village	40	\$49,229	Middle/High Need	\$10,756	Low/Middle Need	n/a	n/a
101.	94056D	MARLBOROUGH	Florence S. Lord	24	\$63,075	High Need	\$63,075	High Need	n/a	n/a
102.	85096D	MERIDEN	Johnson Farms & Yale Acres	214	\$44,108	Low/Middle Need	\$8,084	Low Need	\$116,480	Low/Middle TDC
103.	96049D	MIDDLEBURY	New Horizons	5	\$45,349	Middle/High Need	\$12,678	Middle/High Need	n/a	n/a
104.	85097D	MIDDLEFIELD	SugarLoaf Terrace	30	\$63,360	High Need	\$9,325	Low/Middle Need	n/a	n/a
105.	91132D	MIDDLETOWN	Luther Manor	45	\$28,329	Low Need	\$8,317	Low Need	\$99,381	Low/Middle TDC

Capital Plan - Property Transaction Needs

#	CHFA Number	Municipality	Development Name	# of Units	Capital Needs Per Unit	Relative Need	Critical Capital Needs Per Unit	Relative Need	Total Development Cost Per Unit	Relative TDC
106.	85100D	MIDDLETOWN	Marino Manor	40	\$31,271	Low Need	\$5,869	Low Need	\$103,560	Low/Middle TDC
107.	91135D	MILFORD	Alberta Jagoe Commons, C. McKeen Village I & II, DeMaio Gardens	135	\$55,070	High Need	\$5,696	Low Need	\$175,411	High TDC
108.	86005D	MONROE	Fairway Acres	30	\$54,822	Middle/High Need	\$12,986	Middle/High Need	n/a	n/a
109.	85105D	MONTVILLE	Freedom Village & Independence Village	80	\$38,184	Low/Middle Need	\$11,805	Middle/High Need	n/a	n/a
110.	92056D	MORRIS	Eldridge	20	\$44,481	Low/Middle Need	\$3,835	Low Need	\$83,472	Low TDC
111.	85107D	NAUGATUCK	Oak Terrace/Extensions & Robert E Hutt Congregate	230	\$29,259	Low Need	\$8,018	Low Need	n/a	n/a
112.	04002D	NEW BRITAIN	Security Manor	50	\$37,032	Low/Middle Need	\$7,627	Low Need	n/a	n/a
113.	96054D	NEW BRITAIN	So Main St Co-op/Willow Brook Estates Condo	10	\$54,570	Middle/High Need	\$11,629	Middle/High Need	n/a	n/a
114.	91161D	NEW BRITAIN	Washington School	50	\$43,408	Low/Middle Need	\$16,584	High Need	n/a	n/a
115.	85120D	NEW HAVEN	Beechwood Gardens	82	\$32,485	Low Need	\$11,653	Middle/High Need	\$51,769	Low TDC
116.	95086D	NEW HAVEN	Ella B. Scantlebury	20	\$36,878	Low Need	\$8,450	Low Need	\$81,087	Low TDC
117.	85130D	NEW LONDON	G. Washington Carver Bldg	130	\$37,014	Low/Middle Need	\$5,787	Low Need	n/a	n/a
118.	85129D	NEW LONDON	Gordon/Riozzi Courts	80	\$53,928	Middle/High Need	\$10,030	Low/Middle Need	n/a	n/a
119.	85125D	NEWINGTON	Cedar Village, Kelleher Park & New Meadow Village	106	\$31,923	Low Need	\$4,568	Low Need	n/a	n/a
120.	85131D	NORTH BRANFORD	Hillside Terrace & Extension	60	\$39,734	Low/Middle Need	\$39,734	High Need	\$139,202	Middle/High TDC
121.	85133D	NORTH CANAAN	Wangum Village	40	\$30,457	Low Need	\$15,917	High Need	n/a	n/a
122.	85134D	NORTH HAVEN	Parkside Manor & Temple Pines	70	\$28,780	Low Need	\$7,997	Low Need	\$98,622	Low/Middle TDC
123.	95094D	NORWALK	16 School St	34	\$56,725	High Need	\$12,766	Middle/High Need	\$103,883	Low/Middle TDC
124.	89036D	NORWALK	4-6 Arch St	8	\$38,632	Low/Middle Need	\$10,053	Low/Middle Need	\$99,096	Low/Middle TDC
125.	85136D	NORWALK	Colonial Village	200	\$45,316	Low/Middle Need	\$12,723	Middle/High Need	\$129,296	Middle/High TDC
126.	96083D	NORWALK	Ludlow (Commons) Square Congregate	44	\$60,875	High Need	\$17,476	High Need	n/a	n/a
127.	97054D	NORWALK	Old Marvin, The	50	\$53,802	Middle/High Need	\$53,802	High Need	n/a	High TDC
128.	85141D	NORWICH	Eastwood Court & Harry Schwartz Manor	73	\$41,307	Low/Middle Need	\$8,536	Low Need	n/a	n/a
129.	85144D	NORWICH	Hillside Apartments	26	\$40,805	Low/Middle Need	\$40,805	High Need	n/a	n/a
130.	85138D	NORWICH	Hillside Terrace	118	\$50,901	Middle/High Need	\$13,414	Middle/High Need	\$122,476	Low/Middle TDC
131.	90107D	NORWICH	J.F. Kennedy Apts & Heights	104	\$46,551	Middle/High Need	\$9,252	Low Need	n/a	n/a
132.	85139D	NORWICH	Melrose Park & Sunset Park	104	\$54,578	Middle/High Need	\$10,600	Low/Middle Need	n/a	n/a
133.	85142D	NORWICH	Rosewood Manor & Extension	110	\$46,746	Middle/High Need	\$9,261	Low Need	n/a	n/a
134.	89037D	NORWICH	St. Jude Common	51	\$40,393	Low/Middle Need	\$40,393	High Need	n/a	n/a
135.	97055D	OLD LYME	Rye Field Manor	39	\$45,478	Middle/High Need	\$14,564	High Need	\$122,540	Middle/High TDC
136.	85145D	PLAINFIELD	Sunny Acres	40	\$45,667	Middle/High Need	\$11,076	Low/Middle Need	\$109,743	Low/Middle TDC
137.	84001D	PLAINVILLE	Center View Manor, Sunset Village & Woodmoor Village	120	\$43,962	Low/Middle Need	\$10,234	Low/Middle Need	n/a	n/a
138.	85148D	PLYMOUTH	Gosinski Park	60	\$27,886	Low Need	\$11,828	Middle/High Need	\$82,794	Low TDC
139.	98059D	POMFRET	Seely Brown Village	32	\$72,444	High Need	\$15,533	High Need	n/a	n/a
140.	85150D	PORTLAND	Quarry Heights & Extension	70	\$40,059	Low/Middle Need	\$8,622	Low Need	n/a	n/a
141.	85152D	PRESTON	Lincoln Park	40	\$52,242	Middle/High Need	\$12,593	Middle/High Need	n/a	n/a
142.	85007D	PUTNAM	Robert Bulger Apts	27	\$27,128	Low Need	\$10,234	Low/Middle Need	n/a	n/a
143.	85153D	PUTNAM	Walter Crabtree Apts & Wm. St. Onge Apts	40	\$27,233	Low Need	\$5,511	Low Need	n/a	n/a
144.	77026D	RIDGEFIELD	Ballard Green	60	\$23,740	Low Need	\$10,002	Low/Middle Need	\$75,843	Low TDC
145.	92071D	RIDGEFIELD	Prospect Ridge Congregate	34	\$43,312	Low/Middle Need	\$11,630	Middle/High Need	n/a	n/a
146.	92093D	ROCKY HILL	Greenfield Village Coop Assoc.	10	\$41,644	Low/Middle Need	\$2,469	Low Need	n/a	n/a
147.	89038D	ROCKY HILL	Harold J. Murphy Apts & Rocky Hill Seniors	70	\$32,597	Low Need	\$8,522	Low Need	n/a	n/a
148.	85158D	SEYMOUR	Castle Heights & Hoffman Heights	36	\$63,613	High Need	\$11,997	Middle/High Need	\$151,833	High TDC
149.	85158Z	SEYMOUR	Smith Acres & Extension	45	\$57,106	High Need	\$9,931	Low/Middle Need	\$152,580	High TDC
150.	85161D	SHELTON	Devaux Apts	40	\$24,832	Low Need	\$10,831	Low/Middle Need	\$45,083	Low TDC
151.	85162D	SHELTON	Sinsabaugh Heights I & II	80	\$32,410	Low Need	\$11,928	Middle/High Need	\$107,585	Low/Middle TDC
152.	85163D	SIMSBURY	Murphy Apts/Extension & Virginia Connolly	110	\$49,402	Middle/High Need	\$12,820	Middle/High Need	n/a	n/a
153.	90115D	SOUTH WINDSOR	Flax Hill	40	\$50,956	Middle/High Need	\$11,474	Middle/High Need	\$155,676	High TDC
154.	85172D	SOUTH WINDSOR	Wapping Mews	30	\$43,926	Low/Middle Need	\$9,995	Low/Middle Need	\$81,241	Low TDC
155.	85168D	SOUTHINGTON	Dicaprio Forgione, Gen. Pulaski & Lincoln Lewis	120	\$37,625	Low/Middle Need	\$11,647	Middle/High Need	\$175,852	High TDC
156.	85169D	SOUTHINGTON	Zdunczyk Terrace	60	\$41,923	Low/Middle Need	\$9,089	Low Need	\$124,230	Middle/High TDC
157.	85174D	STAFFORD	Avery Park & Extensions	110	\$31,533	Low Need	\$31,533	High Need	\$148,696	High TDC
158.	85180D	STAMFORD	Edward Czesnik Homes	50	\$26,020	Low Need	\$5,831	Low Need	n/a	n/a
159.	85179D	STAMFORD	Lawnhill Terrace	206	\$79,529	High Need	\$21,518	High Need	\$246,992	High TDC
160.	85177D	STAMFORD	Oak Park	168	\$48,813	Middle/High Need	\$10,739	Low/Middle Need	\$210,218	High TDC
161.	92077D	STAMFORD	Parkside Gables	69	\$76,179	High Need	\$14,268	High Need	\$161,574	High TDC
162.	90116D	STAMFORD	Wormser Congregate	40	\$30,397	Low Need	\$9,910	Low/Middle Need	n/a	n/a
163.	85181D	STONINGTON	E. K. Richmond Homes	60	\$37,800	Low/Middle Need	\$12,027	Middle/High Need	\$116,360	Low/Middle TDC
164.	88048D	STRATFORD	Lucas Gardens I & II	53	\$41,609	Low/Middle Need	\$4,795	Low Need	\$143,462	Middle/High TDC
165.	85183D	STRATFORD	Shiloh Gardens	60	\$46,327	Middle/High Need	\$5,230	Low Need	\$138,182	Middle/High TDC
166.	88049D	SUFFIELD	Broder Place, Laurel Court & Maple Court	70	\$47,334	Middle/High Need	\$9,999	Low/Middle Need	\$119,356	Low/Middle TDC
167.	85186D	THOMASTON	Green Manor	62	\$28,334	Low Need	\$11,482	Middle/High Need	\$163,024	High TDC
168.	85188D	THOMPSON	Gladys Green Apts & Pineview Court	70	\$48,156	Middle/High Need	\$11,572	Middle/High Need	\$130,819	Middle/High TDC
169.	95056D	THOMPSON	River Mill Village (aka Three Rows)	53	\$56,645	High Need	\$56,645	High Need	\$70,155	Low TDC
170.	85190D	TOLLAND	Old Post Village	30	\$48,979	Middle/High Need	\$9,157	Low Need	\$139,364	Middle/High TDC
171.	91239D	TORRINGTON	Riverside School Cooperative	12	\$97,867	High Need	\$21,559	High Need	n/a	n/a
172.	85195D	TRUMBULL	Stern Village	222	\$19,437	Low Need	\$5,594	Low Need	n/a	n/a
173.	91242D	VERNON	Francis J. Pitak Cong	43	\$53,314	Middle/High Need	\$13,110	Middle/High Need	\$161,389	High TDC
174.	85199D	VERNON	Grove Court	54	\$39,063	Low/Middle Need	\$6,159	Low Need	n/a	n/a
175.	93059D	VERNON	Westview Apts.	50	\$59,711	High Need	\$11,383	Low/Middle Need	n/a	n/a
176.	85202D	VOLUNTOWN	Greenwood Manor	20	\$54,935	Middle/High Need	\$12,888	Middle/High Need	\$99,385	Low/Middle TDC
177.	85206D	WALLINGFORD	East Side Terrace	30	\$36,922	Low Need	\$10,437	Low/Middle Need	n/a	n/a
178.	92082D	WALLINGFORD	John P. Savage	35	\$49,608	Middle/High Need	\$12,785	Middle/High Need	n/a	n/a
179.	85208D	WALLINGFORD	McGuire Court	50	\$36,588	Low Need	\$9,779	Low/Middle Need	\$105,789	Low/Middle TDC
180.	85209D	WALLINGFORD	McKenna Court	30	\$35,809	Low Need	\$13,101	Middle/High Need	n/a	n/a
181.	85207D	WALLINGFORD	South Side Terrace	40	\$34,149	Low Need	\$10,826	Low/Middle Need	\$65,501	Low TDC
182.	85204D	WALLINGFORD	Ulrich Heights & Extension	132	\$47,083	Middle/High Need	\$12,457	Middle/High Need	\$132,171	Middle/High TDC
183.	95124D	WASHINGTON	Dodge Farms	14	\$50,810	Middle/High Need	\$12,637	Middle/High Need	\$78,407	Low TDC
184.	95126D	WATERBURY	Cherry St Cooperative	6	\$122,690	High Need	\$13,934	Middle/High Need	n/a	n/a
185.	98077D	WATERBURY	Lawrence Crest Co-op	13	\$68,650	High Need	\$10,551	Low/Middle Need	n/a	n/a
186.	90133D	WATERBURY	Liberty Hall Apts	16	\$49,653	Middle/High Need	\$49,653	High Need	\$75,344	Low TDC
187.	85215D	WATERTOWN	Buckingham Terrace, Country Ridge & Truman Terrace	120	\$47,156	Middle/High Need	\$9,497	Low/Middle Need	n/a	n/a
188.	91264D	WEST HARTFORD	Brace Dale Cooperative	4	\$115,202	High Need	\$17,076	High Need	n/a	n/a
189.	85216D	WEST HARTFORD	Elm Grove	40	\$27,975	Low Need	\$6,621	Low Need	\$56,171	Low TDC
190.	95136D	WEST HARTFORD	Flagg Road Cooperative	10	\$127,740	High Need	\$25,357	High Need	n/a	n/a
191.	95135D	WESTBROOK	Patchogue Place Cooperative	12	\$139,518	High Need	\$16,051	High Need	n/a	n/a
192.	96102D	WESTBROOK	Worthington Manor	32	\$61,084	High Need	\$11,663	Middle/High Need	\$172,861	High TDC
193.	85220D	WETHERSFIELD	Adams Apts & Cornhall Conv	30	\$42,394	Low/Middle Need	\$12,215	Middle/High Need	n/a	n/a
194.	88052D	WETHERSFIELD	Harvey R. Fuller	32	\$58,413	High Need	\$21,655	High Need	n/a	n/a
195.	85221D	WETHERSFIELD	James Devlin Court	50	\$40,497	Low/Middle Need	\$9,066	Low Need	n/a	n/a
196.	85224D	WINDHAM	Eastman Curran Terrace	78	\$44,104	Low/Middle Need	\$16,333	High Need	\$140,414	Middle/High TDC
197.	86013D	WINDHAM	Hevrin Terrace	90	\$50,372	Middle/High Need	\$11,397	Low/Middle Need	n/a	n/a
198.	85225D	WINDHAM	Jonathan Trumbull & Rev. Honan Terrace	90	\$31,178	Low Need	\$5,455	Low Need	\$94,191	Low/Middle TDC
199.	85224Z	WINDHAM	Terry Court	68	\$52,336	Middle/High Need	\$10,155	Low/Middle Need	\$133,268	Middle/High TDC
200.	90138D	WINDHAM	Union St Cooperative, Inc	7	\$55,338	High Need	\$11,280	Low/Middle Need	n/a	n/a
201.	85227D	WINDSOR	Millbrook Village	60	\$39,187	Low/Middle Need	\$12,327	Middle/High Need	\$133,189	Middle/High TDC
202.	85228D	WINDSOR	Shad Run Terrace	52	\$50,873	Middle/High Need	\$12,024	Middle/High Need	\$142,835	Middle/High TDC
203.	87028D	WINDSOR LOCKS	Southwest Terrace Apts	40	\$44,607	Low/Middle Need	\$44,607	High Need	n/a	n/a
204.	85229D	WOODSTOCK	New Roxbury Village	24	\$26,082	Low Need	\$9,097	Low Need	\$56,273	Low TDC
TOTALS/AVERAGES				10,753	\$50,493		\$14,300		\$122,517	

26. Appendix P – Millbrook Case Study

To understand the impact of different assumptions regarding the allocation of RAP assistance, Recap completed a case study of Millbrook Village, a 60-unit property located in Windsor, CT. Under its current revenue and expense structure, in 2023 the property's net operating income will be negative \$54,000, and it would need approximately \$1.1 million in operating deficit subsidy and \$2.0 million in capital subsidy to cover its 20-year capital needs. Without a recapitalization transaction, the operating and capital subsidy need at the property would continue on indefinitely. The property would operate unsustainably in both the short and long term.

Due to the relatively high amount of operating and capital subsidy needed for this property, Recap assumed in the financial analysis that this property would benefit from the new RAP subsidy allocated by the State for the revitalization initiative. The model assumed 100% of the units would be covered by the new RAP subsidy at an initial contract rent amount of \$750 per unit per month. The new RAP subsidy significantly increased the property's rental revenue and led to a 2023 net operating income of nearly \$260,000. This positive cash flow allowed the property to carry \$2.5 million in permanent financing and generate \$1.7 million in LIHTC equity. A 4% LIHTC transaction results in a capital subsidy need of just \$140,000 and would leverage a total of \$4.8 million in debt and equity, not including a seller take-back loan. The transaction would also generate \$1 million in recoverable cash flow for the State over a 20-year period. However, the RAP subsidy required to make this transaction work is significant – an estimated \$7.1 million over the 20-period.

Recap re-examined the property and determined the property would need just four new RAP units, at the same \$750 per month rent level, to allow the property to maintain positive net cash flow and undertake a 4% LIHTC transaction. The property could support a \$600,000 permanent loan and generate \$1.5 million in LIHTC equity. This transaction would result in a higher capital subsidy need of \$2.1 million and would leverage \$2.6 million. While the projected recoverable cash flow to the State would be reduced to \$300,000, the RAP subsidy required to make this transaction balance is significantly less – an estimated \$3.1 million over a 20-period.

Comparing the two stabilized 4% LIHTC scenarios, as shown in Figures 50 and 51, the use of only 4 RAP units in the aggregate requires only \$4.9 million in State subsidy, while the scenario in which all 60 units received RAP support required \$6.2 million in State subsidy. The owner, of course, would prefer the 100% RAP contract as cash flow to the owner over the 20 year period, even after a 50% split of cash flow with the State, was \$1,006,662, as compared to \$283,690 in the 4 RAP unit scenario.

Figure 50: Comparison of 60 unit and 4 unit RAP allocation in the Millbrook Village Case Study.

	RAP Contract Awarded for All 60 Units	RAP Contract Awarded for Only 4 Units
RAP Subsidy Consumed (Both permanent RAP subsidy and short-term tenant protection RAP subsidy)	\$7,089,000	\$3,083,000
2023 Net Operating Income	\$259,000	\$69,000
First Mortgage Financing	\$2,465,000	\$597,000
4% LIHTC Equity	\$1,731,000	\$1,464,000
Capital Subsidy Need	\$139,000	\$2,132,000
2023 Cash Flow	\$105,000	\$28,000
50% Share of Cash Flow over 20 Years	\$1,007,000	\$284,000
Total Net Subsidy (after recovery)	\$6,222,000	\$4,931,000

This example illustrates that the RAP subsidy should be distributed on a unit-by-unit basis, rather than on a property-by-property basis. In this Millbrook Village case study, four RAP units can place the property on a sustainable trajectory, in lieu of the 60 RAP units projected in the financial models. The State may want to allocate more RAP units per property than the absolute minimum to provide some room for error in the projections over time and to manage the increase in the capital subsidy need which corresponds to the change in the number of RAP units. However, this stress test on the impact of the RAP units indicates that many of the At-Risk Current Scenario properties should be evaluated to determine if an allocation of additional RAP units could put them on a sustainable trajectory.

Figure 51: Stress Test Results Comparing Different Allocations of RAP Units

Millbrook Village
WINDSOR, CT

RAP Analysis

Income and Expense Analysis			100% RAP		4 New RAP units	
2023 ANNUAL INCOME	CURRENT		4% LIHTC		4% LIHTC	
	Total	Per Unit	Total	Per Unit	Total	Per Unit
Gross Potential Rent	268,554	4,476	671,422	11,190	456,591	7,610
Vacancy/Loss	(6,906)	(115)	(47,000)	(783)	(31,961)	(533)
Other Income	5,530	92	5,530	92	5,530	92
Effective Gross Income	267,178	4,453	629,952	10,499	430,160	7,169
2023 ANNUAL EXPENSES						
Operating Expenses	316,906	5,282	341,184	5,686	331,195	5,520
Replacement Reserve Deposits	4,278	71	29,890	498	29,890	498
Total Operating Expenses	321,184	5,353	371,074	6,185	361,084	6,018
2023 NET OPERATING INCOME	(54,006)	(900)	258,879	4,315	69,075	1,151
Debt Service	-	-	154,142	2,569	41,106	685
2023 CASH FLOW	(54,006)	(900)	104,736	1,746	27,969	466

Sources and Uses Analysis						
SOURCES	CURRENT		4% LIHTC		4% LIHTC	
	Total	Per Unit	Total	Per Unit	Total	Per Unit
Permanent Loan	-	-	2,464,737	41,079	596,691	9,945
Seller Financing/Take Back Note	-	-	3,080,921	51,349	1,800,000	30,000
From Operations	-	-	37,635	627	37,635	627
Cash Escrows	-	-	310,714	5,179	310,714	5,179
Deferred Developer Fee	-	-	226,945	3,782	222,828	3,714
LIHTC Equity	-	-	1,730,991	28,850	1,463,830	24,397
Total Sources of Funds	-	-	7,851,943	130,866	4,431,699	73,862
USES						
Acquisition Costs	-	-	3,080,921	51,349	1,800,000	30,000
Construction Costs	-	-	2,998,145	49,969	2,998,145	49,969
Soft Costs	-	-	1,098,371	18,306	1,022,592	17,043
Reserves	-	-	246,540	4,109	185,674	3,095
Developer Fee	-	-	567,363	9,456	557,070	9,285
Total Uses of Funds	-	-	7,991,340	133,189	6,563,481	109,391
TRANSACTION SURPLUS (GAP)	-	-	(139,397)	(2,323)	(2,131,782)	(35,530)

Subsidy Analysis						
	CURRENT		4% LIHTC		4% LIHTC	
	Total	Per Unit	Total	Per Unit	Total	Per Unit
OPERATING SUBSIDY						
Base Rent Operating Subsidy Needed	n/a	n/a	7,089,428	118,157	3,083,136	51,386
Operating Deficit Subsidy Needed	1,077,319	17,955	-	-	-	-
Total Operating Subsidy	1,077,319	17,955	7,089,428	118,157	3,083,136	51,386
CAPITAL SUBSIDY						
Pre-Transaction Capital Subsidy Needed	1,957,337	32,622	-	-	-	-
Recoverable Cash Flow	n/a	n/a	(1,006,662)	(16,778)	(283,690)	(4,728)
Transaction Capital Subsidy Needed	n/a	n/a	139,397	2,323	2,131,782	35,530
Total Capital Subsidy	1,957,337	32,622	(867,265)	(14,454)	1,848,091	30,802
TOTAL SUBSIDY NEEDED	3,034,655	50,578	6,222,163	103,703	4,931,227	82,187

27. Appendix Q – Pertinent Connecticut State Statutes

The following Connecticut State Statutes are current through the 2014 Supplement to the General Statutes of Connecticut, Revision of 1958 and with material published in Conn.L.J. through 02/25/2014.

Connecticut General Statute (CGS) Chapter 127c, Section 8-37uu. Transfer of housing loan portfolio to Connecticut Housing Finance Authority.

Notwithstanding any provision of the general statutes, the Department of Economic and Community Development, in consultation with the Connecticut Housing Finance Authority, the Office of Policy and Management and the State Treasurer, shall arrange for the transfer of the housing loan portfolio of said department or any portion thereof, to said authority.

CGS Chapter 128. Section 8-41. Appointment. Qualifications and tenure of commissioners. Selection of tenant commissioners. Commissioners authorized to serve as justice of the peace or registrar of voters.

(a) For purposes of this section, a “tenant of the authority” means a tenant who lives in housing owned or managed by a housing authority or who is receiving housing assistance in a housing program directly administered by such authority. When the governing body of a municipality other than a town adopts a resolution as described in section 8-40, it shall promptly notify the chief executive officer of such adoption. Upon receiving such notice, the chief executive officer shall appoint five persons who are residents of said municipality as commissioners of the authority, except that the chief executive officer may appoint two additional persons who are residents of the municipality if (1) the authority operates more than three thousand units, or (2) upon the appointment of a tenant commissioner pursuant to subsection (c) of this section, the additional appointments are necessary to achieve compliance with 24 CFR 964.415 or section 9-167a. If the governing body of a town adopts such a resolution, such body shall appoint five persons who are residents of said town as commissioners of the authority created for such town, except that such body may appoint two additional persons who are residents of the town if, upon the appointment of a tenant commissioner pursuant to subsection (c) of this section, the additional appointments are necessary to achieve compliance with 24 CFR 964.415 or section 9-167a. The commissioners who are first so appointed shall be designated to serve for a term of either one, two, three, four or five years, except that if the authority has five members, the terms of not more than one member shall expire in the same year. Terms shall commence on the first day of the month next succeeding the date of their appointment, and annually thereafter a commissioner shall be appointed to serve for five years except that any vacancy which may occur because of a change of residence by a commissioner, removal of a commissioner, resignation or death shall be filled for the unexpired portion of the term. If a governing body increases the membership of the authority on or after July 1, 1995, such governing body shall, by resolution, provide for a term of five years for each such additional member. The term of

the chairman shall be three years. At least one of such commissioners of an authority having five members, and at least two of such commissioners of an authority having more than five members, shall be a tenant or tenants of the authority selected pursuant to subsection (c) of this section. If, on October 1, 1979, a municipality has adopted a resolution as described in section 8-40, but has no tenants serving as commissioners, the chief executive officer of a municipality other than a town or the governing body of a town shall appoint a tenant who meets the qualifications set out in this section as a commissioner of such authority when the next vacancy occurs. No commissioner of an authority may hold any public office in the municipality for which the authority is created. A commissioner shall hold office until said commissioner's successor is appointed and has qualified. A certificate of the appointment or reappointment of any commissioner shall be filed with the clerk and shall be conclusive evidence of the legal appointment of such commissioner, after said commissioner has taken an oath in the form prescribed in the first paragraph of section 1-25. The powers of each authority shall be vested in the commissioners thereof. Three commissioners shall constitute a quorum if the authority consists of five commissioners. Four commissioners shall constitute a quorum if the authority consists of more than five commissioners. Action may be taken by the authority upon a vote of not less than a majority of the commissioners present, unless the bylaws of the authority require a larger number. The chief executive officer, or, in the case of an authority for a town, the governing body of the town, shall designate which of the commissioners shall be the first chairman, but when the office of chairman of the authority becomes vacant, the authority shall select a chairman from among its commissioners. An authority shall select from among its commissioners a vice chairman, and it may employ a secretary, who shall be executive director, and technical experts and such other officers, agents and employees, permanent and temporary, as it requires, and shall determine their qualifications, duties and compensation, provided, in municipalities having a civil service law, all appointments and promotions, except the employment of the secretary, shall be based on examinations given and lists prepared under such law, and, except so far as may be inconsistent with the terms of this chapter, such civil service law and regulations adopted thereunder shall apply to such housing authority and its personnel. For such legal services as it requires, an authority may employ its own counsel and legal staff. An authority may delegate any of its powers and duties to one or more of its agents or employees. A commissioner, or any employee of the authority who handles its funds, shall be required to furnish an adequate bond. The commissioners shall serve without compensation, but shall be entitled to reimbursement for their actual and necessary expenses incurred in the performance of their official duties.

(b) The authority shall designate a tenant organization as the recognized jurisdiction-wide tenant organization only if (1) the members of the governing board of such tenant organization were elected through a jurisdiction-wide election, and (2) such tenant organization satisfies the requirements for elected jurisdiction-wide resident councils pursuant to regulations promulgated by the United States Department of Housing and Urban Development, except that a tenant of the authority shall be eligible to vote in any election for the governing board of such tenant organization and to serve on the governing board of such tenant organization without regard to whether such tenant receives or lives in housing that receives federal assistance. Any tenant organization that

has been designated by the authority as the recognized jurisdiction-wide tenant organization may select tenants for appointment as tenant commissioner in accordance with subsection (c) of this section.

(c) (1) Not less than sixty days before the appointment of any tenant commissioner or the expiration of the term of any tenant commissioner, whichever is earlier, the housing authority shall notify all tenant organizations comprised of tenants residing within units owned or managed by such housing authority and all tenants of such authority of such pending appointment or expiration of term. The notice shall include information concerning procedures by which tenants may petition for an election pursuant to this subsection.

(2) The appointee as tenant commissioner shall be selected by a fair election of the tenants of the authority if, not more than thirty days after the authority notifies such tenants of a pending appointment or expiration of term pursuant to subdivision (1) of this subsection, ten per cent of the tenants of the authority or seventy-five tenants of the authority, whichever is less, petition the authority for an election.

(3) If the tenants of the authority have not petitioned for an election pursuant to subdivision (2) of this subsection, then the appointee as tenant commissioner shall be selected by the recognized jurisdiction-wide tenant organization, if any, by means provided for in the by-laws adopted by such tenant organization. Such means may include, without limitation, a fair election by the tenants of the authority or selection by the governing board of such tenant organization.

(4) If an appointee as tenant commissioner has not been selected by an election of the tenants of the authority or by other means pursuant to the by-laws adopted by the recognized jurisdiction-wide tenant organization by the date ninety days after the date the housing authority provides notice of a pending appointment or expiration of term pursuant to subdivision (1) of this subsection, then the appointing authority shall select the appointee. In making such selection, the appointing authority shall consider any tenant recommended by any tenant organization within its jurisdiction or the jurisdiction-wide tenant organization.

(5) The housing authority shall provide all tenants of the authority with written notice of any election conducted pursuant to this subsection or subsection (b) of this section not later than thirty days before the date of such election. For any election conducted pursuant to this subsection for an authority having more than five commissioners, the housing authority may establish qualifications for the second tenant commissioner as necessary to achieve compliance with 24 CFR 964.415 or section 9-167a.

(d) For any election conducted pursuant to subsection (c) of this section, the housing authority shall use its best efforts to secure an impartial entity to administer such election. To the extent practicable, such impartial entity shall be selected with the agreement of the recognized jurisdiction-wide tenant organization, if any. In the event of a dispute

concerning the procedure for or results of such election, any person may petition the entity administering such election for a resolution of such dispute.

(e) Notwithstanding any provision of subsection (a) of this section or any other provision of the general statutes, a commissioner of an authority may serve as a justice of the peace or a registrar of voters.

CGS Chapter 128, Section 8-45. Rental rates and tenant selection for low rental projects.

Each housing authority shall manage and operate its housing projects in an efficient manner so as to enable it to fix the rentals for dwelling accommodations at the lowest possible rates consistent with providing decent, safe and sanitary dwelling accommodations, and no housing authority shall construct or operate any such project for profit or as a source of revenue to the municipality. To this end an authority shall fix the rentals for dwelling in its projects at no higher rates than it finds to be necessary in order to produce revenues which, together with all other available money, revenues, income and receipts of the authority from whatever sources derived, will be sufficient (a) to pay, as the same become due, the principal and interest on the bonds of the authority; (b) to meet the cost of, and to provide for, maintaining and operating the projects, including the cost of any insurance, and the administrative expenses of the authority; and (c) to create, during not less than six years immediately succeeding its issuance of any bonds, a reserve sufficient to meet the largest principal and interest payments which will be due on such bonds in any one year thereafter and to maintain such reserve. In the operation or management of housing projects an authority shall, at all times, rent or lease the dwelling accommodations therein at rentals within the financial reach of families of low income. The authority, subject to approval by the Commissioner of Housing, shall fix maximum income limits for the admission and for the continued occupancy of families in such housing, provided such maximum income limits and all revisions thereof for housing projects operated pursuant to any contract with any agency of the federal government shall be subject to the prior approval of such federal agency. The Commissioner of Housing shall define the income of a family to provide the basis for determining eligibility for the admission and for the continued occupancy of families under the maximum income limits fixed and approved. The definition of family income, by the Commissioner of Housing, may provide for the exclusion of all or part of the income of family members which, in the judgment of said commissioner, is not generally available to meet the cost of basic living needs of the family. No housing authority shall refuse to rent any dwelling accommodation to an otherwise qualified applicant on the ground that one or more of the proposed occupants are children born out of wedlock. Each housing authority shall provide a receipt to each applicant for admission to its housing projects stating the time and date of application and shall maintain a list of such applications which shall be a public record as defined in section 1-200. The Commissioner of Housing shall, by regulation, provide for the manner in which such list shall be created, maintained and revised. No provision of this chapter shall be construed as limiting the right of the authority to vest in an obligee the right, in the event of a default by such authority, to take possession of a housing project or cause the appointment of a receiver thereof or acquire title thereto through foreclosure proceedings, free from all the restrictions imposed by this chapter with respect to rental rates and tenant selection.

CGS Chapter 128, Section 8-49. Cooperation of housing authorities.

Any authority or authorities may join or cooperate with one another or with the Commissioner of Housing in the exercise, either jointly or otherwise, of any of their powers for the purpose of financing, including the issuance of bonds, notes or other obligations and the giving of security therefor, planning, undertaking, owning, constructing, operating or contracting with respect to a housing project or projects located within the area within which one or more of such authorities are authorized to exercise their powers. For such purpose any cooperating authority may, by resolution, prescribe and authorize said commissioner or any authority so joining and cooperating with it to act in its behalf in the exercise of any of such powers or the cooperating authorities may, by resolution, appoint from among the commissioners of such authorities an executive committee with full powers to act on behalf of such authorities with respect to any of their powers as prescribed by resolution of such authority.

CGS Chapter 128, Section 8-64a. Disposal of housing project by housing authority.

No housing authority which receives or has received any state financial assistance may sell, lease, transfer or destroy, or contract to sell, lease, transfer or destroy, any housing project or portion thereof in any case where such project or portion thereof would no longer be available for the purpose of low or moderate income rental housing as a result of such sale, lease, transfer or destruction, except the Commissioner of Housing may grant written approval for the sale, lease, transfer or destruction of a housing project if the commissioner finds, after a public hearing, that (1) the sale, lease, transfer or destruction is in the best interest of the state and the municipality in which the project is located, (2) an adequate supply of low or moderate income rental housing exists in the municipality in which the project is located, (3) the housing authority has developed a plan for the sale, lease, transfer or destruction of such project in consultation with the residents of such project and representatives of the municipality in which such project is situated and has made adequate provision for said residents' and representatives' participation in such plan, and (4) any person who is displaced as a result of the sale, lease, transfer or destruction will be relocated to a comparable dwelling unit of public or subsidized housing in the same municipality or will receive a tenant-based rental subsidy and will receive relocation assistance under chapter 135. The commissioner shall consider the extent to which the housing units which are to be sold, leased, transferred or destroyed will be replaced in ways which may include, but need not be limited to, newly constructed housing, rehabilitation of housing which is abandoned or has been vacant for at least one year, or new federal, state or local tenant-based or project-based rental subsidies. The commissioner shall give the residents of the housing project or portion thereof which is to be sold, leased, transferred or destroyed written notice of said public hearing by first class mail not less than ninety days before the date of the hearing. Said written approval shall contain a statement of facts supporting the findings of the commissioner. This section shall not apply to the sale, lease, transfer or destruction of a housing project pursuant to the terms of any contract entered into before June 3, 1988. The commissioner shall not impose a one-for-one replacement requirement on King Court in East Hartford. This section shall not apply to phase I of Father Panik Village in Bridgeport, Elm Haven in New Haven, Pequonnock Gardens Project in Bridgeport,

Evergreen Apartments in Bridgeport, Quinnipiac Terrace/Riverview in New Haven, Dutch Point in Hartford, Southfield Village in Stamford and, upon approval by the United States Department of Housing and Urban Development of a HOPE VI revitalization application and a revitalization plan that includes at least the one-for-one replacement of low and moderate income units, Fairfield Court in Stamford.

CGS Chapter 128, Section 8-64c. Resident participation plan for major physical transformation and disposition activities.

(a) For purposes of this section: (1) “Disposition” means a sale, lease, transfer or other change in ownership or control; (2) “major physical transformation” means (A) any renovation, rehabilitation, revitalization or redevelopment of real property or a portion thereof for which the estimated cost exceeds fifty per cent of the estimated replacement value of such real property or portion thereof, or (B) any demolition of real property or portion thereof that results in the loss of one or more housing units; (3) “resident participation plan” means a written description of a specific and ongoing process to enable meaningful resident participation during the planning, implementation and monitoring of major physical transformation or disposition activities, beginning with the earliest stages of concept and design; (4) “signed agreement” means a resident participation plan that is signed by a housing authority, a duly elected and constituted tenant organization, the developer undertaking the major physical transformation, if any, and the entity that will own, lease or otherwise control the real property or portion thereof, if any; and (5) “authority” or “housing authority” and “real property” have the same meanings as in section 8-39.

(b) Any housing authority that intends to undertake the major physical transformation or disposition of any real property or portion thereof that is owned or managed by such authority shall notify all residents of such real property of its intention as soon as practicable. Such authority shall, in conjunction with the residents of such real property and any duly elected and constituted tenant organization that represents such residents, implement a resident participation plan for such major physical transformation or disposition activities. The authority shall negotiate in good faith the provisions of such resident participation plan with such residents and tenant organization. If a duly elected and constituted tenant organization represents the residents of such real property, the authority shall make all reasonable efforts to enter into a signed agreement.

(c) A resident participation plan shall include, but is not limited to, the following:

(1) A notification to all residents explaining residents' right to organize and to participate in tenant organizations without interference from or adverse action by the authority;

(2) Provisions for regular and substantial involvement of the representatives of any duly elected and constituted tenant organization in implementing the resident participation plan;

(3) A requirement that the authority provide residents and tenant organizations with information about groups and organizations that are separate from the authority and may

serve as a resource to such residents and tenant organizations on matters including housing policy and resident outreach, training, organizing and legal rights;

(4) Provisions allowing for the inclusion, at the discretion of residents, of tenant advocates or other tenant assistance providers in all resident participation activities;

(5) If applicable, identification of opportunities for residents to participate in selection panels to choose development partners and consultants, provided residents shall not comprise a majority of any selection panel;

(6) A provision requiring the authority to make all significant documents related to the major transformation or disposition activities, including copies of design plans and applications for financial assistance, available for inspection by residents at a readily accessible location;

(7) Provisions assuring opportunities for resident involvement, advice and recommendations concerning such major physical transformation or disposition activities, including, where applicable, (A) the details of the major physical transformation or disposition activities that the authority intends to undertake and the projected timeline for such activities; (B) the design of housing units, buildings, amenities and common areas, including the number, size and configuration of housing units; (C) architectural design and landscaping; (D) resident employment or the use of resident-owned businesses in such major physical transformation or disposition activities and in future property management operations; (E) future resident services, property management, security and any enrichment features affecting residents' quality of life; (F) the level of occupancy that will be maintained in advance of the major physical transformation or disposition activities; (G) new rent levels, the affordability of such new rent levels for current residents and the duration of any affordability restrictions; (H) home ownership opportunities; (I) displacement of current residents, temporary and permanent relocation plans and relocation benefits; (J) the number of housing units that will be lost due to such major physical transformation or disposition activities and any plans to replace such housing units; (K) plans, procedures and qualifications for the occupancy of units by current and new residents, including preferences, if any, for current residents, at the conclusion of such major physical transformation or disposition activities; and (L) the governance of the entity that will own, lease or otherwise control the real property or portion thereof and how such governance may affect such residents, including any changes to grievance procedures, residents' rights and residents' opportunities to participate in management decisions.

(d) No authority shall be eligible to apply for financial assistance for the major physical transformation of any real property or portion thereof from the Department of Housing or the Connecticut Housing Finance Authority unless such authority has adopted and implemented a resident participation plan in accordance with this section. In awarding financial assistance for the major physical transformation of any real property or portion thereof, the department and authority shall, in a manner consistent with their procedures, give full consideration for preference to any application made by any authority that has entered into a signed agreement in accordance with this section.

CGS Chapter 128, Section 8-72. Operation of projects. Rentals. Tenant eligibility. Inspections. Semiannual statements. Penalty for false statement.

Each developer or housing authority shall manage and operate its housing projects in an efficient manner so as to enable it to fix the rentals for dwelling accommodations at the lowest possible rates consistent with providing decent, safe and sanitary dwelling accommodations, and no housing authority or nonprofit corporation shall construct or operate any such project for profit. To this end an authority or a nonprofit corporation shall fix the rentals for dwelling in its projects at no higher rates than it finds to be necessary in order to produce revenues which, together with all other available money, revenues, income and receipts of the authority or nonprofit corporation from whatever sources derived, will be sufficient (a) to pay, as the same become due, the principal and interest on the bonds of the authority or nonprofit corporation; (b) to meet the cost of, and to provide for, maintaining and operating the projects, including the cost of any insurance, and the administrative expenses of the authority or nonprofit corporation; provided nothing in this section shall be construed as prohibiting any authority or nonprofit corporation from providing for variable rentals based on family income. In the operation or management of housing projects an authority or nonprofit corporation shall, at all times, rent or lease the dwelling accommodations therein at rentals within the financial reach of families of low income. The Commissioner of Economic and Community Development may establish maximum income limits for admission and continued occupancy of tenants, provided such maximum income limits and all revisions thereof for housing projects operated pursuant to any contract with any agency of the federal government shall be subject to the prior approval of such federal agency. The Commissioner of Economic and Community Development shall define the income of a family to provide the basis for determining eligibility for the admission, rentals and for the continued occupancy of families under the maximum income limits fixed and approved. The definition of family income, by the Commissioner of Economic and Community Development, may provide for the exclusion of all or part of the income of family members which, in the judgment of said commissioner, is not generally available to meet the cost of basic living needs of the family. No housing authority or developer shall refuse to rent any dwelling accommodation to an otherwise qualified applicant on the ground that one or more of the proposed occupants are children born out of wedlock. Each housing authority and developer shall provide a receipt to each applicant for admission to its housing projects stating the time and date of application and shall maintain a list of such applications, which shall be a public record as defined in section 1-200. The Commissioner of Economic and Community Development shall, by regulation, provide for the manner in which such list shall be created, maintained and revised. No provision of this part shall be construed as limiting the right of the authority to vest in an obligee the right, in the event of a default by such authority, to take possession of a housing project or cause the appointment of a receiver thereof or acquire title thereto through foreclosure proceedings, free from all the restrictions imposed by this chapter with respect to rental rates and tenant selection. The Commissioner of Economic and Community Development shall approve an operation or management plan of each housing project, which shall provide an income adequate for debt service, if any, administration, including a state service charge, other operating costs and establishment of reasonable reserves for repairs, maintenance and replacements, vacancy and collection

losses. Said commissioner shall have the right of inspection of any housing during the period between the date on which construction thereof begins and the date the state loan is fully paid or, in the case of a grant, during the period for which any housing project built pursuant to such grant is used for housing for families of low and moderate income. An authority or developer shall semiannually submit to said commissioner a sworn statement setting forth such information with respect to the tenants and rentals for each housing project hereunder and the costs of operating each housing project under its jurisdiction as said commissioner requires. Any person who makes a false statement concerning the income of the family for which application for admission to or continued occupancy of housing projects is made may be fined not more than five hundred dollars or imprisoned not more than six months or both. With regard to a family who, since the last annual recertification, received any public assistance or state-administered general assistance and received earnings from employment, the authority or developer shall not require any interim recertification due to an earnings increase. At the annual recertification, the authority or developer shall base rent levels on such family's average income throughout the preceding twelve months. During the subsequent twelve-month period, the authority or developer shall not require any interim recertifications due to increased earnings from employment. However, if a family's income has decreased, nothing in this section shall preclude an interim recertification or recertification based on the reduced income level.

CGS Chapter 128. Section 8-73. Eviction of families having income over maximum limits. Waiver of eviction requirement.

(a) A tenant in a moderate rental housing project shall vacate the dwelling unit occupied by such tenant not later than sixty days after the housing authority or developer has mailed to such tenant, properly addressed, postage prepaid, written notice that the annual income of such tenant's family, determined under section 8-72, is in excess of that permitted for continued occupancy of such dwelling unit under said section. Upon the failure of such tenant to vacate such dwelling unit on or before the expiration of such sixty-day period and as long as such tenant continues to occupy such dwelling unit after the expiration thereof, such tenant shall be obligated, notwithstanding the provisions of section 8-72, to pay to the authority or developer monthly as rent for such dwelling unit an amount equal to the going rental therefor as fixed by the authority or developer plus an amount equal to two per cent of the excess of the annual income of such family over that permitted for continued occupancy of such dwelling unit under section 8-72.

(b) Notwithstanding the provisions of subsection (a) of this section, if the eviction of such tenants would result in or increase the number of vacancies in such project, the housing authority or developer may request approval of the Commissioner of Housing to permit continued occupancy by tenants having an annual income over the maximum limits established for such project and rental of existing vacant units to tenants having an annual income over such maximum limits. If the commissioner finds that the vacancy rate which would result from refusal to grant such approval may result in an inability of the project to provide an income adequate for debt service, if any, administration, including the state service charge, other operating costs and reserves for repairs, maintenance, replacements and collection costs, the commissioner may approve such occupancy for a period of one

year, subject to renewal for additional one-year periods. The amount fixed as rent for units so occupied pursuant to this subsection shall be determined as provided in subsection (a) of this section but in no event shall such rent be in excess of one hundred thirty-three per cent of the going rental as established pursuant to section 8-72.

CGS Chapter 128, Section 8-76. Sale of projects. Regulations to establish priority order of purchasers. Payment and disposition of purchase price.

Upon the determination by the Commissioner of Housing of the termination of the acute shortage of moderate rental housing in the locality or upon the determination by the Commissioner of Housing and the developer owning a moderate rental housing project that it is in the best interest of the state and such developer, such project or any part thereof may be sold by the developer upon terms and conditions approved by the Commissioner of Housing.

(a) Such project or any part of such project sufficiently separable from other property retained by the developer, unless the developer deems it advisable to sell such project as individual one-family or two-family dwelling units, shall be sold, in accordance with regulations adopted by said commissioner which shall establish the order of priorities among the following eligible purchasers: A cooperative or condominium association, membership in which is open to any tenants of the project or part of the project to be sold, the United States Department of Housing and Urban Development or a private sponsor, provided any such purchaser shall agree to use such project for purposes of housing for persons or families of moderate income for as long as a need for such housing continues to exist, as determined by said commissioner, and provided further no tenant occupying a dwelling unit of the project at the time of sale shall be evicted except for cause.

(b) In the sale of a one-family or two-family dwelling unit in a project, or of shares in a cooperative or condominium association purchasing a project or part of a project, preference shall be given to buyers in accordance with the following schedule: (1) First preference shall go to persons who are tenants of the project at the time of sale and whose incomes are below the levels for continued occupancy in the project; (2) second preference shall go to persons who are tenants of the project at the time of sale other than those tenants specified in subdivision (1) of this subsection; (3) third preference shall go to applicants who are residents of the community on the waiting list for admission to moderate rental housing projects in the community and whose incomes are below the maximum limits for admission to such moderate rental housing projects; (4) fourth preference shall go to veterans who are residents of the community and whose incomes are below the maximum limits for admission to occupancy of such moderate rental housing projects in the community; (5) fifth preference shall be given to other residents of the municipality, including occupants of publicly-assisted housing projects whose incomes are below the levels for continued occupancy in moderate rental housing projects in the community. No sale or lease of one-family or two-family dwelling units, or of a share in a cooperative or condominium association owning a housing project, originally purchased from the authority according to this section, shall be made to any

person who does not meet the qualifications of one or more of the above categories without the approval of the Commissioner of Housing and any deed conveying such dwelling units or housing project shall state this restriction, which shall run with the land until released by written instrument in recordable form executed by said commissioner, and which may be enforced by said commissioner.

(c) The purchase price of a project or any part thereof may be payable by a purchase money note only when the cost of the project was financed with a loan or deferred loan by the state. Each purchase money note shall provide for its complete amortization by periodic payments within a period not exceeding forty-one years from its date, shall bear interest at a rate to be determined by the State Bond Commission and shall be secured by a first mortgage on the dwelling unit purchased, provided when the sale is to a tenant of the project or to a cooperative or condominium association, membership in which is open to any tenants of the project or part of the project to be sold, the commissioner may set an interest rate on such purchase money note commensurate with the amount by which the income of any such individual tenant purchaser or of any tenant member of a cooperative or condominium association exceeds the maximum limits permitted for continued occupancy of such project, but in no case shall such interest rate be set below the minimum determined by the State Bond Commission.

(d) In the event that the original purchaser of a one-family or two-family dwelling unit sells, assigns, transfers or otherwise conveys any interest in such unit, the entire unpaid principal balance of the note, with interest thereon, shall become due and payable. In the event that the original purchaser of a one-family or two-family dwelling unit ceases to occupy said unit, the entire unpaid principal balance of any loan, made pursuant to this section on and after April 9, 1976, with interest thereon, may become due and payable at the discretion of the commissioner. If such sale, assignment, transfer or conveyance takes place within seven years of the original purchase, the state, acting by and in the discretion of the commissioner, may recapture a portion of the assistance it provided to finance the purchase of the unit, to be determined as follows: The original purchaser shall pay to the state an amount equal to the sum of (1) additional interest representing the difference between the actual interest paid by the original purchaser on the permanent mortgage loan and the interest that the original purchaser would have paid had the terms of the mortgage loan required interest at a rate of eight per cent per annum, from the date of execution of the mortgage loan to the date of prepayment of the mortgage loan; and (2) fifty per cent of the net appreciation if the unit is resold in the first, second or third year, thirty per cent of the net appreciation if the unit is resold in the fourth or fifth year and twenty per cent of the net appreciation if the unit is resold in the sixth or seventh year following the original purchase. Notwithstanding the provisions contained in this subsection, the total amount of such recapture shall not exceed the net gain realized upon the resale of the unit. Permanent mortgage documents provided to original purchasers on and after July 1, 1987, shall contain provisions necessary to fulfill the requirements of this subsection.

(e) The proceeds of any sale of any project, or of any part thereof, the cost of which was financed with a loan or deferred loan by the state to a housing authority, after payment of

all necessary expenses incident to such sale, shall be applied to liquidate the outstanding balance of such loan or deferred loan. To this end, the authority shall endorse each purchase money note received by the authority in payment of the purchase price to the order of the state without recourse and shall deliver such note, together with a duly executed assignment of the mortgage securing the same, to the Commissioner of Housing, and the State Treasurer shall credit the face amount of such note as having been paid upon such loan. If the proceeds of the sale of such project or of any part thereof, including as such proceeds the face amount of any purchase money note received by an authority and endorsed and delivered by it to the Commissioner of Housing, as aforesaid, are more than sufficient to liquidate the outstanding balance of such loan, such proceeds shall be applied toward the outstanding balance, if any, on any loan or deferred loan made pursuant to this part on any other project owned and operated by such authority. If any balance remains after all such loans or deferred loans have been liquidated, an amount equal to one-half of any balance remaining shall be retained by or paid over to the state and an amount equal to the remaining one-half of such balance shall be retained by or paid over to the authority for payment by it to the municipality in which the project is located. The proceeds of the sale of any project the cost of which was financed by notes or bonds issued by the authority and guaranteed by the state, or of any part thereof, after payment of all necessary expenses incident to such sale, shall be applied so far as practicable to the redemption of all such outstanding notes or bonds. If such proceeds are more than sufficient to redeem all such outstanding notes and bonds, one-half of any balance remaining shall be paid over to the state and the remaining one-half of such balance shall be paid over to the authority for payment by it to the municipality in which the project is located. If such proceeds are insufficient for complete redemption of such notes and bonds, any balance remaining after redemption of the largest possible amount thereof shall be paid over to the state. No such sales shall affect the obligation of the authority upon such notes or bonds or the obligation of the state on its guarantee thereof. The proceeds of the sale of any project, or any part thereof, the cost of which was financed, wholly or partially, by a grant, after payment of all necessary expenses incident to such sale, shall first be used for the repayment of such grant to the state.

(f) The proceeds of any sale of any project, or of any part thereof, the cost of which was financed with a loan or deferred loan by the state to a nonprofit corporation, after payment of all necessary expenses incident to such sale, shall be applied to liquidate the outstanding balance of such loan or deferred loan. To this end, the nonprofit corporation shall endorse each purchase money note received by the nonprofit corporation in payment of the purchase price to the order of the state without recourse and shall deliver such note, together with a duly executed assignment of the mortgage securing the same, to the Commissioner of Housing, and the State Treasurer shall credit the face amount of such note as having been paid upon such loan or deferred loan. If any balance remains after the loan or deferred loan has been liquidated, such balance shall be paid over to the state for deposit to the credit of the General Fund. The proceeds of the sale of any project, or any part thereof, the cost of which was financed, wholly or partially, by a grant, after payment of all necessary expenses incident to such sale, shall first be used for the repayment of such grant to the state. If any balance remains after the grant has been repaid, such balance shall be paid over to the state for deposit to the credit of the General Fund.

CGS Chapter 831, Section 47a-22a. Interest payable on security deposits of senior citizens and disabled persons in public housing.

Any housing authority, community housing development corporation, or other corporation approved by the Commissioner of Social Services for state financial assistance to provide public housing for senior citizens and disabled persons under the provisions of part VI or VII of chapter 128 shall return any security deposit with interest at a rate of not less than four per cent per annum and, on and after October 1, 1982, at a rate of not less than five and one-quarter per cent per annum, and, on and after January 1, 2013, at the rate calculated in accordance with the provisions of subsection (i) of section 47a-21, to any tenant who has resided in such housing for at least one year.

CGS Chapter 832. Section 47a-42. Eviction of tenant and occupants from residential property. Removal and sale of unclaimed possessions and personal effects.

(a) Whenever a judgment is entered against a defendant pursuant to section 47a-26, 47a-26a, 47a-26b or 47a-26d for the recovery of possession or occupancy of residential property, such defendant and any other occupant bound by the judgment by subsection (a) of section 47a-26h shall forthwith remove himself or herself, such defendant's or occupant's possessions and all personal effects unless execution has been stayed pursuant to sections 47a-35 to 47a-41, inclusive. If execution has been stayed, such defendant or occupant shall forthwith remove himself or herself, such defendant's or occupant's possessions and all personal effects upon the expiration of any stay of execution. If the defendant or occupant has not so removed himself or herself upon entry of a judgment pursuant to section 47a-26, 47a-26a, 47a-26b or 47a-26d, and upon expiration of any stay of execution, the plaintiff may obtain an execution upon such summary process judgment, and the defendant or other occupant bound by the judgment by subsection (a) of section 47a-26h and the possessions and personal effects of such defendant or other occupant may be removed by a state marshal, pursuant to such execution, and delivered to the place of storage designated by the chief executive officer for such purposes.

(b) Before any such removal, the state marshal charged with executing upon any such judgment of eviction shall give the chief executive officer of the town twenty-four hours notice of the eviction, stating the date, time and location of such eviction as well as a general description, if known, of the types and amount of property to be removed from the premises and delivered to the designated place of storage. Before giving such notice to the chief executive officer of the town, the state marshal shall use reasonable efforts to locate and notify the defendant of the date and time such eviction is to take place and of the possibility of a sale pursuant to subsection (c) of this section. Such notice shall include service upon each defendant and upon any other person in occupancy, either personally or at the premises, of a true copy of the summary process execution. Such execution shall be on a form prescribed by the Judicial Department, shall be in clear and simple language and in readable format, and shall contain, in addition to other notices given to the defendant in the execution, a conspicuous notice, in large boldface type, that a person who claims to have a right to continue to occupy the premises should

immediately contact an attorney, and clear instructions as to how and where the defendant may reclaim any possessions and personal effects removed and stored pursuant to this section, including a telephone number that may be called to arrange release of such possessions and personal effects.

(c) Whenever the possessions and personal effects of a defendant are removed by a state marshal under this section, such possessions and effects shall be delivered by such marshal to the designated place of storage. Such removal, delivery and storage shall be at the expense of the defendant. If such possessions and effects are not reclaimed by the defendant and the expense of such storage is not paid to the chief executive officer within fifteen days after such eviction, the chief executive officer shall sell the same at public auction, after using reasonable efforts to locate and notify the defendant of such sale and after posting notice of such sale for one week on the public signpost nearest to the place where the eviction was made, if any, or at some exterior place near the office of the town clerk. The chief executive officer shall deliver to the defendant the net proceeds of such sale, if any, after deducting a reasonable charge for storage of such possessions and effects. If the defendant does not demand the net proceeds within thirty days after such sale, the chief executive officer shall turn over the net proceeds of the sale to the town treasury.

CT Department of Economic and Community Development, Title 8 Housing Regulations, Department of Housing Part 1 Affirmative Fair Housing Marketing Requirements, Sec. 8-37ee-304. Selection process.

(a) Recipients should develop a written selection plan which covers the tenant selection process they intend to use. Such plan should include, at a minimum, the following:

- (1) Procedures for accepting applications and screening applicants;
- (2) Fair housing requirements;
- (3) When applicants may be rejected; and
- (4) Procedures for selecting applicants from the waiting list(s).

(b) At a minimum, the following factors shall be used to screen applicants:

- (1) demonstrated ability to pay rent on time;
- (2) housekeeping habits based on visits to the applicant's current residence;
- (3) comments from former landlords; endorsement from at least two is preferred; and
- (4) Credit checks may be obtained. These may be useful when no rental payment history is available. A lack of credit history, as opposed to a poor credit history, is not sufficient grounds to reject an applicant. Recipients should try to obtain all credit checks, landlord

and personal references and so forth before the home visit and interview so that if negative information is received the applicant shall be given the opportunity to explain the circumstances.

(c) Recipients shall also prepare one Occupant Selection List which shall be subdivided by the number of units available and bedroom size. The following guidelines shall be used to determine minimum and maximum housing capacity:

Bedroom Size		Minimum	Maximum
00	(single room occupancy)	1	1
0	(efficiency unit)	1	1
1		1	2
2		2	4
3		3	6
4		5	8

CT Department of Economic and Community Development, Title 8 Housing Regulations, Department of Housing Part 1 Affirmative Fair Housing Marketing Requirements, Sec. 8-37ee-305. Selection methodology.

(a) For purposes of fairness and equity the department allows either a point system or a purely random lottery selection method. However, if there is a tie score under the point system method and there is a limited number of units available for persons with the same point score, the random selection method or first come, first serve (chronological order) shall be used in conjunction with the point system to select which applicant gets the unit.

(b) Point System Selection Method

(1) Point systems may be altered by the Commissioner to comply with fair housing goals. Where a program dictates other kinds of requirements, e.g. limited equity cooperatives may look for participants willing to put in sweat equity, points for such neutral categories may be added with the approval of the Commissioner.

(A) Calculation of Points--The applicant receives the full point score or none; subjective practical scoring is not allowed. Where department program requirements mandate selection criteria such as age, income, etc., applicants shall first meet that standard. Where an applicant does not meet the program requirements, the applicant may be rejected without further analysis.

(2) The following is the Department's approved point system that recipients shall use.

POINT SYSTEM METHOD

(i) SUBSTANDARD HOUSING 25 point maximum

condemned or verified
serious housing code
violations 25 points

inadequate heating,
plumbing, or cooking
facilities 20 points

(ii) LIVING SITUATION 25 point maximum

living in documented
physically or emotionally
abusive situation 25 points

living in a shelter or
transitional housing 25 points

living in temporary housing
with others because of
conditions beyond applicant's
control (condemnation,
foreclosure, fire, loss of
job, etc.) 20 points

living in overcrowded
conditions in own housing
unit (e.g. 1.5 persons per
room) 15 points

(iii) INCOME/RENT RATIO 15 point maximum

currently paying more than
50% of income for rent
or housing 15 points

currently paying between
31-50% of income for
rent/housing 10 points

(iv) (OPTIONAL) RESIDENT OR
LEAST LIKELY TO APPLY 10 points
APPLICANT

(a) If this resident selection category is used, the 10 points shall be awarded to both residents and least likely to apply applicants. However, if the owner chooses, more points may be awarded to the least likely to apply applicants (e.g. 15, 20, 25 points, etc.).

(3) Points shall be added up for each applicant. The department recommends that the recipient create a pool of candidates with the highest score and which exceed the number of available units by bedroom size by at least three times. Applicants shall be selected by a lottery.

(4) If the number of applicants does not exceed the number of available units by bedroom size by at least three times applicants may be selected on a first come first serve basis.

(c) Random Selection Method--Lottery

If recipients select the random selection method the factors they shall use in determining selection shall include:

(1) Determining the income eligibility of all applicants;

(2) Pre-screening/interviewing for credit worthiness and other reasonable common rental or ownership criteria; and for verification of applicant information.

(3) Putting all applicants with favorable interviews, that is, having no ground for disqualification based on subsection (e) of this section, back in the pool and choosing by a lottery system.

(d) Interview or Home Visit

(1) Ideally all applicants meeting income guidelines should be interviewed. When a large number of applicants apply, recipients may conduct interviews and/or home visits with only those who meet the minimum threshold point score, so long as the number of interviewees significantly exceeds the number of available units.

(2) The interview should be used for purposes of verifying and clarifying information in the application as well as exploring the ability and willingness of the applicant to meet financial commitments and to assume the other responsibilities of tenancy or ownership. Points should not be added or subtracted as a result of the home visit and interview unless information on the application was erroneous.

(e) Grounds for disqualification

(1) Applicants may be disqualified from final selection upon documentary verification of any of the following: (A) the applicant or any member of the applicant's household has a history of disturbing neighbors, destroying property, or living or housekeeping habits which would substantially interfere with the health, safety, or peaceful enjoyment of other residents; (B) the applicant has a history of rental nonpayments within the past 12 months without reasonable justification (justification might be: substandard housing, loss of a job, etc.); (C) the applicant has knowingly falsified information in the application process; or (D) the applicant cannot demonstrate an ability to pay the base rent.

(2) Applicants deemed ineligible, for whatever reason(s), shall be notified in writing, before the final selection, of the reason(s) for rejection and their right to appeal within ten days of the rejection. Recipients should inform applicants that an appeal should be made immediately to assure their return to the applicant pool if they prevail. An impartial hearing officer shall be chosen by the recipient who shall issue a written opinion within five days of the hearing. All appeals should be heard within five days of the request.

(3) Applicants still aggrieved shall be informed of their right to appeal the decision of the hearing officer to the department's affirmative action office. Such appeal shall be made in writing, and brought within ten days of the adverse decision.

(4) Recipients shall keep the following materials on file for at least three years: (1) application; (2) initial rejection notice; (3) any applicant reply; (4) the recipient's final response; and (5) all interview and verified information on which the rejection was based.

Proposed H.B. No. 6170; An Act Requiring Back-Up Power Generation In Housing For The Elderly.

Be it enacted by the Senate and House of Representatives in General Assembly convened:

That the general statutes be amended to require facilities which house the elderly to be equipped with back-up power generation to ensure the safety and well-being of elderly persons in the event of a power outage. Facilities shall include, but not be limited to: (1) Housing for the elderly as established pursuant to chapter 128 of the general statutes, (2) nursing homes, as defined in section 19a-490 of the general statutes, and (3) assisted living facilities.

Statement of Purpose:

To require adequate power generation in the event of an outage to ensure the safety and well-being of elderly persons.

28. Appendix R – Prioritization of At-Risk Properties for Individualized Review

Capital Plan - Prioritization of Workout Properties

#	CHFA Number	Municipality	Development Name	# of Units	Deal Type	Operating Deficit Subsidy Needed (Current Scenario)	Operating Deficit Subsidy Needed Per Unit
1.	77004D	BROOKLYN	Tiffany Place	27	Current/New RAP	2,481,505	91,908
2.	90116D	STAMFORD	Wormser Congregate	40	Current - At-Risk	2,869,077	71,727
3.	95056D	THOMPSON	River Mill Village (fka Three Rows)	53	Current/New RAP	3,604,240	68,005
4.	85011D	BROOKFIELD	Brooks Quarry	35	Current/New RAP	1,832,433	52,355
5.	96083D	NORWALK	Ludlow (Commons) Square Congregate	44	Current - At-Risk	2,080,528	47,285
6.	85054D	FAIRFIELD	Trefoil Court	30	Current - At-Risk	1,231,897	41,063
7.	94056D	MARLBOROUGH	Florence S. Lord	24	Current - At-Risk	934,614	38,942
8.	85129D	NEW LONDON	Gordon/Riozzi Courts	80	Current - At-Risk	3,090,900	38,636
9.	85131D	NORTH BRANFORD	Hillside Terrace & Extension	60	Current/New RAP	2,044,272	34,071
10.	85016D	COLCHESTER	Dublin Village & Annex & Poneman Village	70	Current - At-Risk	2,285,191	32,646
11.	85005D	BRANFORD	Parkside Vill. I & II	90	Current - At-Risk	2,832,748	31,475
12.	99012D	GREENWICH	Hill House	38	Current - At-Risk	1,183,074	31,134
13.	85130D	NEW LONDON	G. Washington Carver Bldg	130	Current - At-Risk	3,992,525	30,712
14.	91071D	GLASTONBURY	Herbert Clark House	45	Current - At-Risk	1,300,503	28,900
15.	92071D	RIDGEFIELD	Prospect Ridge Congregate	34	Current - At-Risk	803,654	23,637
16.	04002D	NEW BRITAIN	Security Manor	50	Current - At-Risk	1,178,018	23,560
17.	91242D	VERNON	Francis J. Pitkat Cong	43	Current/New RAP	899,823	20,926
18.	85060D	GREENWICH	Armstrong Court	144	Current - At-Risk	2,994,246	20,793
19.	91135D	MILFORD	Alberta Jagoe Commons, C. McKeen Village I & II, DeMaio Gardens	135	Current/New RAP	2,696,331	19,973
20.	84001D	PLAINVILLE	Center View Manor, Sunset Village & Woodmoor Village	120	Current - At-Risk	2,394,462	19,954
21.	95002D	ASHFORD	Pompey Hollow	32	Current - At-Risk	632,392	19,762
22.	85052D	FAIRFIELD	PineTree Apts.	38	Current/New RAP	726,138	19,109
23.	85031D	DERBY	Cicia Manor, Lakeview Apts & Stygar Terrace	106	Current/New RAP	1,962,513	18,514
24.	77007D	DEEP RIVER	Kirtland Commons	26	Current - At-Risk	476,156	18,314
25.	85090D	MANCHESTER	Spencer Village & Extension	80	Current - At-Risk	1,456,755	18,209
26.	89037D	NORWICH	St. Jude Common	51	Current - At-Risk	917,550	17,991
27.	85227D	WINDSOR	Millbrook Village	60	Current/New RAP	1,077,319	17,955
28.	85001D	ANSONIA	J.J. O'Donnell Apts	40	Current - At-Risk	706,734	17,668
29.	85141D	NORWICH	Eastwood Court & Harry Schwartz Manor	73	Current - At-Risk	1,219,586	16,707
30.	85174D	STAFFORD	Avery Park & Extensions	110	Current/New RAP	1,808,978	16,445
31.	85206D	WALLINGFORD	East Side Terrace	30	Current - At-Risk	492,036	16,401
32.	85152D	PRESTON	Lincoln Park	40	Current - At-Risk	636,595	15,915
33.	85180D	STAMFORD	Edward Czeszik Homes	50	Current - At-Risk	787,514	15,750
34.	85168D	SOUTHINGTON	Dicaprio Forgione, Gen. Pulaski & Lincoln Lewis	120	Current/New RAP	1,774,895	14,791
35.	85153D	PUTNAM	Walter Crabtree Apts & Wm. St. Onge Apts	40	Current - At-Risk	571,399	14,285
36.	85220D	WETHERSFIELD	Adams Apts & Comhall Conv	30	Current - At-Risk	419,783	13,993
37.	94048D	DANIELSON-KILLINGLY	Maple Court II	43	Current/New RAP	578,851	13,462
38.	85032D	EAST HAMPTON	Bellwood Court & Chatham Acres	70	Current/New RAP	870,070	12,430
39.	85163D	SIMSBURY	Murphy Apts/Extension & Virginia Connolly	110	Current - At-Risk	1,241,098	11,283
40.	89038D	ROCKY HILL	Harold J. Murphy Apts & Rocky Hill Seniors	70	Current - At-Risk	749,188	10,703
41.	85094D	MANSFIELD	Wright's Village	40	Current - At-Risk	393,999	9,850
42.	98059D	POMFRET	Seely Brown Village	32	Current - At-Risk	304,645	9,520
43.	85142D	NORWICH	Rosewood Manor & Extension	110	Current - At-Risk	1,046,626	9,515
44.	85150D	PORTLAND	Quarry Heights & Extension	70	Current - At-Risk	604,832	8,640
45.	85224D	WINDHAM	Eastman Curran Terrace	78	Current/New RAP	666,589	8,546
46.	85133D	NORTH CANAAN	Wangum Village	40	Current - At-Risk	321,588	8,040
47.	88048D	STRATFORD	Lucas Gardens I & II	53	Current/New RAP	413,458	7,801
48.	85002D	BERLIN	Marjorie Moore Village & Percival Heights	70	Current - At-Risk	508,336	7,262
49.	85125D	NEWINGTON	Cedar Village, Kelleher Park & New Meadow Village	106	Current - At-Risk	742,553	7,005
50.	85049D	ENFIELD	Ella Grasso Manor	40	Current - At-Risk	275,686	6,892
51.	89007D	GREENWICH	McKinney Terrace I & II	72	Current - At-Risk	460,452	6,395
52.	85014D	CANTON	TWENTY ONE	40	Current - At-Risk	246,186	6,155
53.	97054D	NORWALK	Old Marvin, The	50	Current - At-Risk	295,354	5,907
54.	85008Z	BRISTOL	Zbikowski Park	90	Current/New RAP	521,379	5,793
55.	91096D	HARTFORD	Faith Manor	40	Current - At-Risk	228,632	5,716
56.	85070D	HAMDEN	Hamden Village	110	Current - At-Risk	569,741	5,179
57.	85105D	MONTVILLE	Freedom Village & Independence Village	80	Current - At-Risk	358,310	4,479
58.	85144D	NORWICH	Hillside Apartments	26	Current - At-Risk	108,719	4,182
59.	85048D	ENFIELD	Woodside Park	40	Current - At-Risk	165,324	4,133
60.	85044D	ENFIELD	Enfield Manor & Extension	80	Current - At-Risk	279,836	3,498
61.	85215D	WATERTOWN	Buckingham Terrace, Country Ridge & Truman Terrace	120	Current - At-Risk	386,619	3,222
62.	85107D	NAUGATUCK	Oak Terrace/Extensions & Robert E Hutt Congregate	230	Current - At-Risk	702,284	3,053
63.	85036D	EAST HARTFORD	Veteran Terrace & Extension	150	Current - At-Risk	421,792	2,812
64.	86013D	WINDHAM	Hevrin Terrace	90	Current - At-Risk	236,379	2,626
65.	90107D	NORWICH	J.F. Kennedy Apts & Heights	104	Current - At-Risk	249,083	2,395
66.	85186D	THOMASTON	Green Manor	62	Current/New RAP	139,235	2,246
67.	85195D	TRUMBULL	Stern Village	222	Current - At-Risk	474,286	2,136
68.	91161D	NEW BRITAIN	Washington School	50	Current - At-Risk	103,396	2,068
69.	85046D	ENFIELD	Windsor Court & Extension	40	Current - At-Risk	79,369	1,984
70.	85139D	NORWICH	Melrose Park & Sunset Park	104	Current - At-Risk	140,102	1,347
71.	85085D	DANIELSON-KILLINGLY	Maple Courts	80	Current/New RAP	7,706	96
TOTALS				5,030		73,288,088	14,570

29. Appendix S – Redevelopment Studies

Please see the attached, with properties ordered by town. Please note that Redevelopment Studies were conducted for the following 12 sites:

- Kirtland Commons, Deep River
- Veterans Terrace & Extension, East Hartford
- Enfield Manor & Extension, Enfield
- Armstrong Court, Greenwich
- McCluggage Manor, Griswold
- Casa Verde Sur, Hartford
- Spencer Village & Extension, Manchester
- Sunset Village, Center View Manor, Woodmoor Village, Plainville
- Smith Acres & Extension, Seymour
- Old Post Village, Tolland
- Ulbrich Heights & Extension, Wallingford
- Hevrin Terrace, Windham



Kirtland Commons Redevelopment Study

Alternatives and Recommendations

Prepared for the Connecticut State Sponsored Housing Capital Plan
c/o Connecticut Housing Finance Agency (CHFA) and the Department of Housing (DOH)

Prepared by ICON architecture / Recap Real Estate Advisors

Sept 2013

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Exploring Redevelopment Options

Thinking Beyond Maintenance

Overview

The Capital Plan for the Connecticut State-Sponsored Housing Portfolio examines the investment needed to modernize and stabilize the housing portfolio. The Plan is based on Capital Needs Assessments prepared for each property, assessments which focus on maintaining the existing buildings, generally in their existing configuration, in a safe and sanitary condition. As a result, the CNAs focus on the repair and replacement needs of current building systems and finishes over a twenty year period. Built on this CNA data, the Capital Plan suggests methods to sequence and leverage the State's proposed \$300 million capital investment.

For some properties, however, good stewardship of the affordable housing portfolio may require thinking about options other than the maintenance and repair of the current structures. As part of the Capital Plan effort, twelve properties have been selected as examples to explore a broader range of options – to explore the potential for selective or total redevelopment. The Capital Plan effort will also estimate the additional cost and an alternative financial structure if the owner were to pursue a strategy beyond maintenance. Ultimately, however, each owner will identify for themselves the appropriate action plan going forward, which decision we hope will be informed by the research and recommendations in the Capital Plan and in consultation with state funding agencies. That action plan may be ongoing maintenance, comprehensive internal rehabilitation or perhaps the redevelopment of parts, or even all, of the site.

These twelve properties offer a series of ideas and strategies for thinking about redevelopment, strategies which could be applicable to additional communities within the portfolio. The Recap team, specifically ICON architecture, inc., has examined the twelve sample properties against contemporary urban planning and design practices, informed by the available market information. The team has considered each property and its neighborhood context from an urban design perspective. The team has examined opportunities for increased or decreased density, improvements to the site plan, environmental improvements (such as mitigating flood

concerns), transit oriented development and greater integration with the surrounding neighborhood fabric. The team has also considered marketability issues, including the size of the existing units, and the availability of units for individuals with physical disabilities.

Based on this analysis, the team has generated a range of ideas for improvements to the site and buildings. At one end of the range are options to upgrade the existing buildings through additions, green investments and measures to improve marketability. At the other end of the range are options such as selective demolition/reconstruction and much more comprehensive approaches involving the full redesign of both site and structures. The ideas are not definitive plans and would likely change significantly upon more in-depth discussions with the owners. Rather, the options are intended to stimulate ideas and put opportunities on the table – for the owner of the subject property or, with some extrapolation, for owners of similar sites.

Senior Housing

The State-Sponsored Housing properties targeted to seniors and those with disabilities generally suffer less wear and tear than family housing developments. On the other hand, many of these developments offer only efficiency apartments or small one-bedroom apartments, which are now generally considered to be functionally obsolete. In many cases, these small units are difficult to market, notwithstanding their affordability.

Where such conditions exist, the focus of any redesign should be on either adding to the livability and marketability of the property or on additional units to capture a growing demand for affordable senior housing options. If the capital needs identified in the CNA amount to a significant percentage of the cost of new construction, the case for redevelopment is clearer – to direct new subsidies to create housing at contemporary standards. However, even if the property has been well maintained over the years, and the 20-year capital needs are a relatively small percentage of the cost of new construction, redesign may be appropriate to deal with issues such as small unit sizes, senior housing in second-floor walkup units (without elevators), or significant opportunities for higher density.

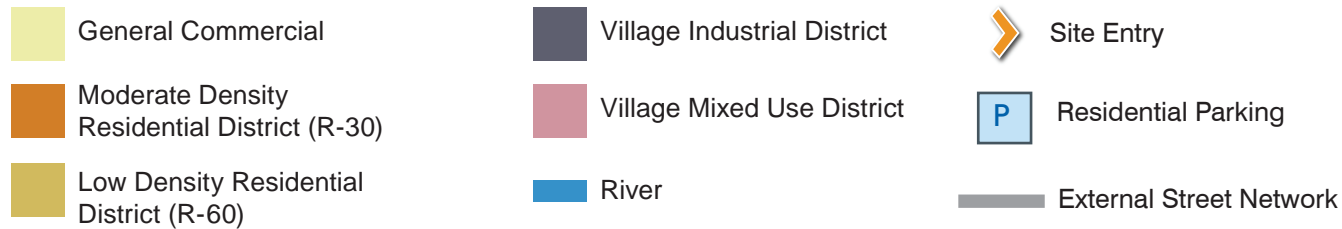
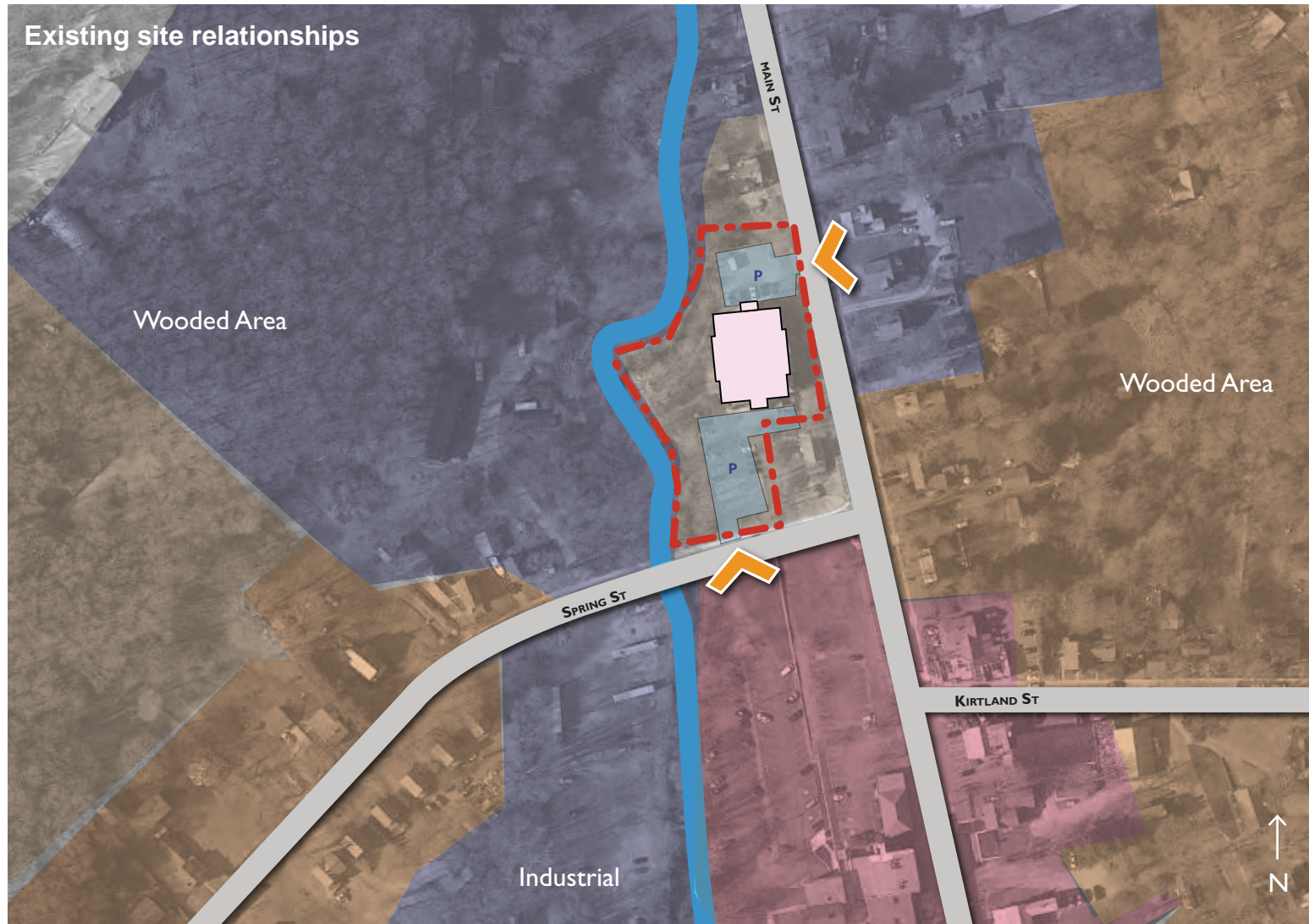
The strategies to address these common concerns also vary. For example, in some cases, two efficiency units could be combined into a single one-bedroom unit. In others, this approach may not be cost-effective given the construction of the original building, or there would be significant concerns regarding the loss of units. In those cases, additions to the existing buildings or building new units elsewhere on the site might be the most appropriate strategy. The Capital Plan's architectural team has generally not had access to existing building plans in making the design recommendations, so the ideas are conceptual and, on closer investigation, may not be appropriate for the subject property.

For each of the twelve example properties, the team has offered two or three redevelopment options. Often, the options vary in the extent to which the existing structures are demolished or incorporated, at least in part, into the option design. If the existing structures are to remain, this document may provide illustrations (before and after images) of how the marketability might be improved or additions incorporated into the existing architecture. The options may also vary in the number of units

proposed for the site. If an owner identified nearby land that the owner either currently controls or that might be available for sale in the future, the options sometimes included that land. Some options identify the potential for future phases of development, which might increase the size of the community over time.

These redevelopment studies also include a recommended plan – the plan which, if the owner decides to do something other than maintain the existing buildings, might take best advantage of the opportunities inherent in the site. The recommendation is informed by the surrounding neighborhood fabric, by the potential to shift the site's density based on anticipated future trends and the potential to capture a larger share of the market, as indicated by the applicable property market assessment. The recommendations also consider issues such as the potential for transit-oriented development, zoning and flood plain constraints and the potential to improve the connections to the surrounding neighborhood. Finally, the recommendation incorporates contemporary affordable housing design and urban planning standards (including CHFA design standards), considering entry improvements, exterior finish upgrades (which often accompany insulation and “green” investments), and the creation of more traditional, pedestrian-friendly residential street patterns.

Please note that these recommendations are conceptual only, and are intended to raise possibilities and identify opportunities for further study. They are made with only limited information on the existing properties and attempt to incorporate consideration of livability, amenities, sustainability, and the neighborhood and community context.



Kirtland Commons

50 Main Street
Deep River, Connecticut 06412



a. Current development summary

Located in Deep River, Connecticut, the Kirtland Commons development is designed for occupancy by the elderly. The buildings contain a total of 26 units, all of which are accessed through a series of interior stairwells and hallways. The twenty-six units are all one-bedroom apartments.

Located in a semi-rural town, Kirtland Commons is car dependent as few amenities are within walking distance. There are two vehicular access points, one located off Main Street and

the other on Spring St (points A).

The most walkable grocery store is the Organon a market at Chester at 0.56 miles, the closest coffee shop is El & Ela's Fine Foods at 0.59 miles away.

UNIT TYPE	#
1BR	26
Built	1993
Site Area	1.24 acres
Number of Units	26
Bldg. Footprint Area	8,930 SF
Density	20.9 du / acre
Development Type	Senior / Disabled
CNA % of new construction	44.3%
Floodplain Status	Outside 500-yr floodplain
Walk Score	43 out of 100 (Car Dependent)
Market Potential	42 units

b. Site Conditions

Kirtland Common is a four-story building with a total of 26 apartments. The building is constructed on a poured concrete foundation on a small site with two parking surfaces abutting a river.

The site is landscaped with mature lawn areas, plantings and trees. The current site layout does utilize all of the land in the parcel.

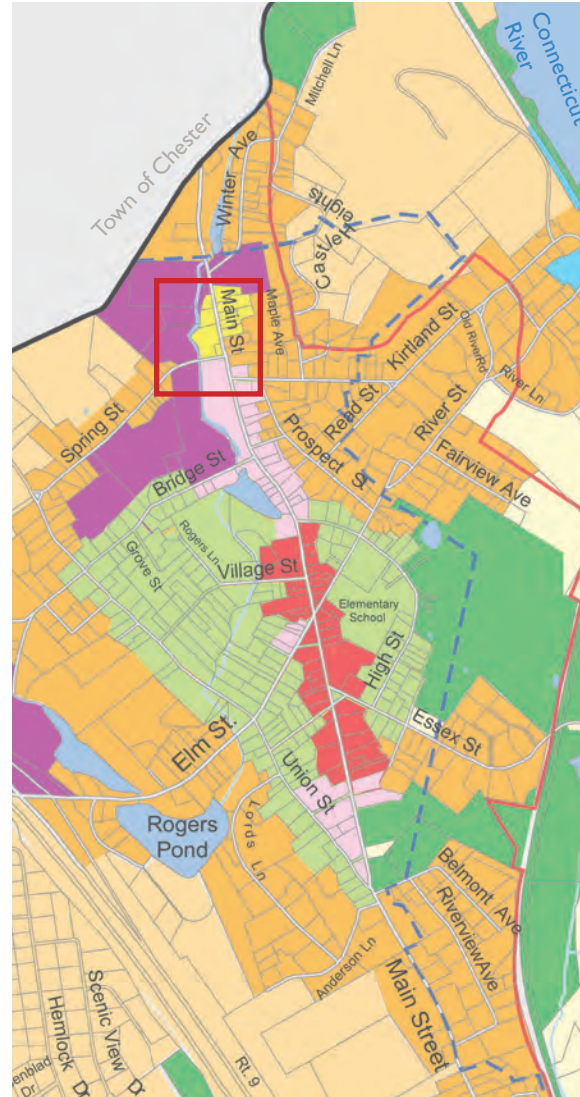
Original construction of the development was in 1993.



c. Zoning

The site is currently zoned GC, General Commercial. The purpose of the GC district is to provide for such site and architectural design as to harmonize and be compatible with the existing and traditional New England Main Street streetscape.

The market study points to the possibility of as many as 42 units on the site's 1.24 acres.



EXISTING : GENERAL COMMERCIAL

Gross Lot Area	30,000
Net Buildable Lot Area	20,000
Lot Width	100 ft
Lot Depth	150 ft
Min. Front Yard, Setback Residential	5 ft
Residential Collector St.	10 ft; Spring St.
Arterial Collector St.	20 ft; Main st.
Any one Side Yard Setback	10 ft
Total of both side yards	10 ft
Min. Rear Yard Setback	20 ft
Lot Coverage of all Structure	30 %
Max. Bldg. Height, Stories (whichever is less)	2 and an attic above grade
Max. Bldg. Height (whichever is less)	35 ft
Impervious Surfaces as % of Gross Lot Are	60
Footprint of any one building	10,000 sf
Parking	1 space / du

d. Reasons to Consider Redevelopment

While the property is currently functional, there are some opportunities that may trigger the owner to think more comprehensively about redevelopment:

- A potential market capture for 42 units.
- Relatively high Capital Needs Assessment.
- Site can easily accommodate additional units without displacement.
- Opportunity to reduce operating cost, improve energy and water efficiency, safeguard indoor environmental air quality and reduce environmental impact.

This building is well built and attractive, with ample unit sizes and terrific interior amenity space. With the desire to explore this as a pilot for green upgrades, we focus on enhancing the existing envelope and systems. Given the desire for more units and the challenge of efficiently reconfiguring the existing building to increase the count, both options also propose an addition to the North, in the existing lower parking lot.

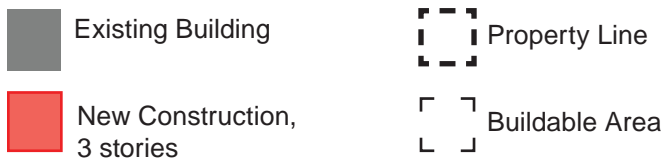
Elevator Building



Elevator Building



Option 1

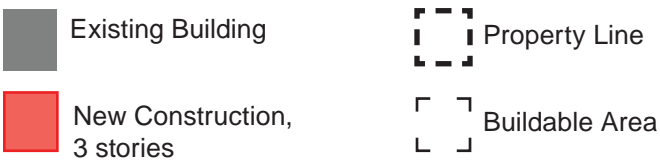
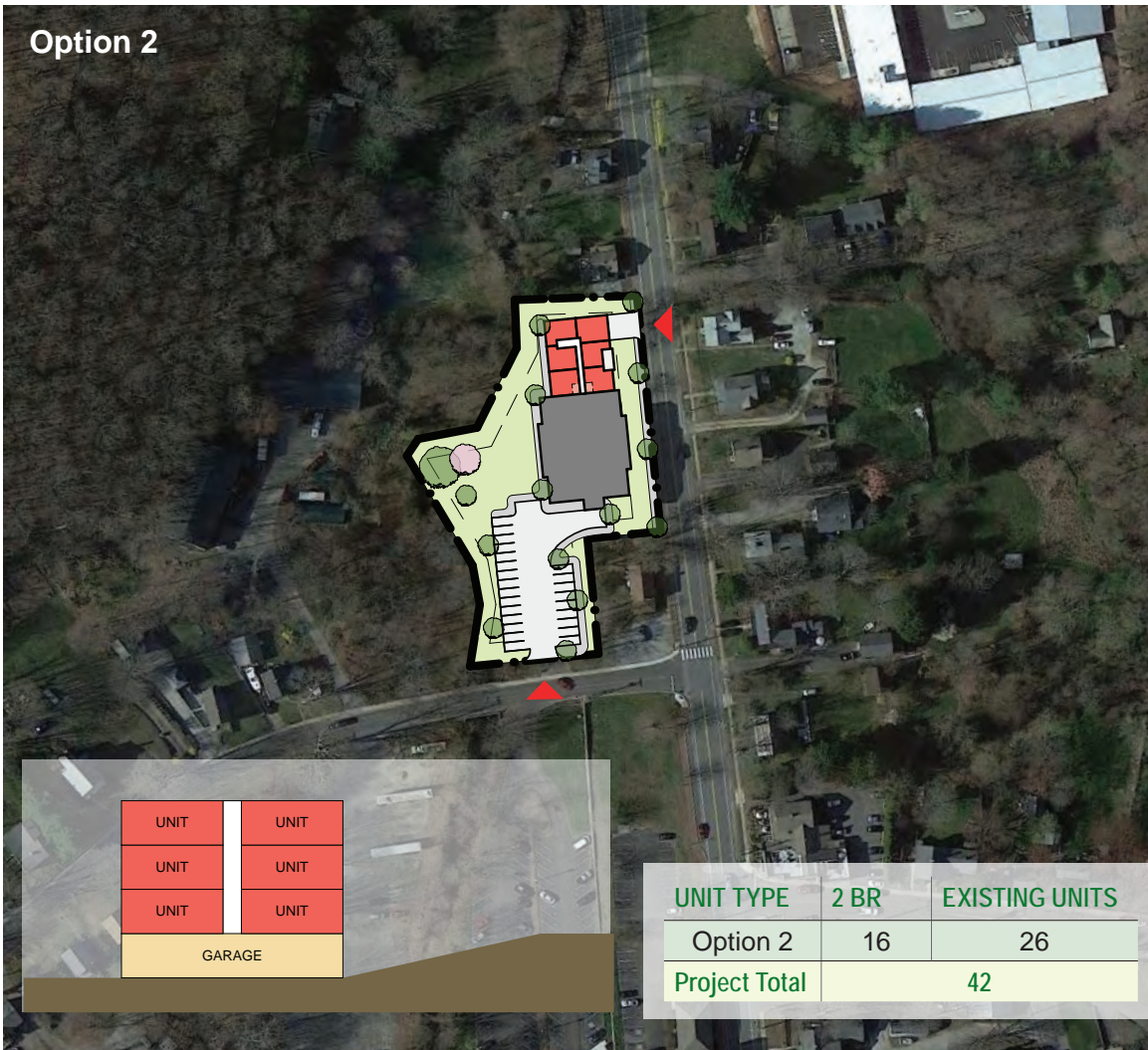


e. Redevelopment Options

Option 1: New 3.5 story, connected addition

- Building is 3-stories on the street side and 4-stories at the back, to match the existing.
- North stair relocated inside new addition to allow the existing corridors to be tied directly into the new wing.
- Additional surface parking added to upper parking lot.
- Increases density to capture market potential.

Option 2

**Option 2:** New 3.5 story, connected addition with parking below

- Building is 3-stories on the street side and 4-stories at the back, to match the existing.
- North stair relocated inside new addition to allow the existing corridors to tied directly into the new wing.
- New ramp off street drops under the building to allow for garage parking below 3-stories of units.
- Increases density to capture market potential.

Both Options: Green retrofit with façade improvements and strategic additions.

- On existing building, new exterior envelope to achieve R-20 in the walls and R-38 on the roof. This includes rigid insulation on the exterior walls with new fiber-cement siding, blown-in cellulose in the wall cavity, and replacement windows with a U-value of .29 or better. The roof membrane would be replaced with TPO and laid over rigid insulation, with cellulose blown into the ceiling cavity.
- New efficient cooling system in the common areas.
- New high efficiency heating and HW systems.
- Low flow fixtures and Energy Star lighting and appliances.
- Investigate photovoltaic panels on the roof of both existing and new wing.

f. Conclusions and Next Steps

In general, redevelopment options fall into one of several categories: a) additions or modifications to existing buildings, b) adding units on undeveloped or underdeveloped portions of a site, c) selectively demolishing some of the structures and building new around the structures which were not demolished, and d) completely demolishing and rebuilding the community. The addition of accessible units can be accommodated in each of these scenarios. However, not every site lends itself to all of these options.

If redevelopment is considered for this site, the most appropriate options are likely to be similar to those shown on the preceding pages. Readers will note, however, that these options are conceptual, based on very limited information, and will certainly change based on discussions with the owner and the residents and based on additional investigation of the site.

The design team recommends that the owner consider **Option 1** as the preferred redevelopment option. This alternative provides substantial new units and additional parking at a lower cost.

Key features of this option are:

- Sustainably upgrading the existing building and constructing a connected addition;
- Increasing the number of units from 26 to 40;
- Expansion of the upper parking lot.

The preferred option is only one of many possible solutions to the opportunities on this site. As referenced elsewhere in the Capital Plan, owners should work closely with the residents and with state funders to determine whether this preferred option is appropriate after further investigation. However, the Capital Plan team believes this option illustrates a good approach for the opportunities at Kirtland Commons if redevelopment of the community, rather than continuation of existing maintenance plans, makes sense.



Veterans Terrace Redevelopment Study

Alternatives and Recommendations

Prepared for the Connecticut State Sponsored Housing Capital Plan
c/o Connecticut Housing Finance Agency (CHFA) and the Department of Housing (DOH)

Prepared by ICON architecture / Recap Real Estate Advisors

Sept 2013

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Exploring Redevelopment Options

Thinking Beyond Maintenance

Overview

The Capital Plan for the Connecticut State-Sponsored Housing Portfolio examines the investment needed to modernize and stabilize the housing portfolio. The Plan is based on Capital Needs Assessments prepared for each property, assessments which focus on maintaining the existing buildings, generally in their existing configuration, in a safe and sanitary condition. As a result, the CNAs focus on the repair and replacement needs of current building systems and finishes over a twenty year period. Built on this CNA data, the Capital Plan suggests methods to sequence and leverage the State's proposed \$300 million capital investment.

For some properties, however, good stewardship of the affordable housing portfolio may require thinking about options other than the maintenance and repair of the current structures. As part of the Capital Plan effort, twelve properties have been selected as examples to explore a broader range of options – to explore the potential for selective or total redevelopment. The Capital Plan effort will also estimate the additional cost and an alternative financial structure if the owner were to pursue a strategy beyond maintenance. Ultimately, however, each owner will identify for themselves the appropriate action plan going forward, which decision we hope will be informed by the research and recommendations in the Capital Plan and in consultation with state funding agencies. That action plan may be ongoing maintenance, comprehensive internal rehabilitation or perhaps the redevelopment of parts, or even all, of the site.

These twelve properties offer a series of ideas and strategies for thinking about redevelopment, strategies which could be applicable to additional communities within the portfolio. The Recap team, specifically ICON architecture, inc., has examined the twelve sample properties against contemporary urban planning and design practices, informed by the available market information. The team has considered each property and its neighborhood context from an urban design perspective. The team has examined opportunities for increased or decreased density, improvements to the site plan, environmental improvements (such as mitigating flood concerns), transit oriented development and greater integration with

the surrounding neighborhood fabric. The team has also considered marketability issues, including the size of the existing units, and the availability of units for individuals with physical disabilities.

Based on this analysis, the team has generated a range of ideas for improvements to the site and buildings. At one end of the range are options to upgrade the existing buildings through additions, green investments and measures to improve marketability. At the other end of the range are options such as selective demolition/reconstruction and much more comprehensive approaches involving the full redesign of both site and structures. The ideas are not definitive plans and would likely change significantly upon more in-depth discussions with the owners. Rather, the options are intended to stimulate ideas and put opportunities on the table – for the owner of the subject property or, with some extrapolation, for owners of similar sites.

Family Housing

The State-Sponsored Housing properties targeted to families are likely to be subject to significant wear and tear. In addition, they may have small or functionally obsolete units (i.e., many bedrooms with only one bathroom) or be located in places with significant market demand, or be well-located with respect to the potential for transit oriented development. On the flip side, some may be overly dense, without appropriate space for children, exercise and recreation.

Where such conditions exist, the focus of any redesign should be on either adding to the livability and marketability of the property or on aligning the property's density and configuration to the anticipated long-term need. If the capital needs identified in the CNA amount to a significant percentage of the cost of new construction, the case for redevelopment is clearer – to direct new subsidies to create housing at contemporary standards. However, even if the property has been well maintained over the years, and the 20-year capital needs are a relatively small percentage of the cost of new construction, redesign may be appropriate to deal with issues such as small or functionally obsolete units or the chance to address anticipated future demand and opportunities.

The strategies to address these common concerns also vary. For example, in some cases, walls in a large unit could be moved to expand rooms or to create a second bathroom. In others, this approach may not be cost-effective given the construction of the original building or such a change would lose a bedroom when the demand for the size of units is real. In those cases, additions to the existing buildings or building new units elsewhere on the site might be the most appropriate strategy. The Capital Plan's architectural team has generally not had access to existing building plans in making the design recommendations, so the ideas are conceptual and, on closer investigation, may not be appropriate for the subject property.


For each of the twelve example properties, the team has offered two or three redevelopment options. Often, the options vary in the extent to which the existing structures are demolished or incorporated, at least in part, into the option design. If the existing structures are to remain, this document may provide illustrations (before and after images) of how the marketability might be improved or additions incorporated into the existing architecture. The options may also vary in the number of units proposed for the site. If an owner identified nearby land that the owner either currently controls or that might be available for sale in the future, the options sometimes included that land. Some options identify the potential for future phases of development, which might increase the size of the community over time.


These redevelopment studies also include a recommended plan – the plan which, if the owner decides to do something other than maintain the existing buildings, might take best advantage of the opportunities inherent in the site. The recommendation is informed by the surrounding neighborhood fabric, by the potential to shift the site's density based on anticipated future trends and the potential to capture a larger share of the market, as indicated by the applicable property market assessment. The recommendations also consider issues such as the potential for transit-oriented development, zoning and flood plain constraints and the potential to improve the connections to the surrounding neighborhood. Finally, the recommendation incorporates contemporary affordable housing design and urban planning standards (including CHFA design standards), considering entry improvements, exterior finish upgrades (which often accompany insulation and “green” investments), and the creation of more traditional, pedestrian-friendly residential street patterns.

Please note that these recommendations are conceptual only, and are intended to raise possibilities and identify opportunities for further study. They are made with only limited information on the existing properties and attempt to incorporate consideration of livability, amenities, sustainability, and the neighborhood and community context.




 R5, Multi Family District

 R4, One, Two, and Three BR District

 General Business District

 Site Entry

 Internal Access Drive

 External Street Network

 Underutilized Land

 Creek

Veterans Terrace

Columbus Circle

East Hartford, Connecticut 06492



a. Current development summary

Located on Columbus Circle in East Hartford Connecticut, Veterans Terrace and Veterans Terrace Extension are residential developments for families that is comprised of nineteen residential buildings and a freestanding community building. Veteran's Terrace includes 76 two-bedroom garden-style units and 26 three-bedroom townhouse-style units. The Extension is comprised of 6 two-story residential buildings and a freestanding maintenance shop. The development consists of 20 two-bedroom units and 28 three-bedroom units (all bedroom

units are flats). Overall the development is in fair condition.

Located in a commercial, suburban location, the development is dependent on a vehicle for transportation. There are two vehicular entry points to the development (points A), leading off of Park Avenue.

As most daily errands need a car, the nearest coffee shop is Dunkin Donuts (0.5 miles) and the closest grocery store is a Star Supermarket & Deli at 0.65 miles away.

PROJECT INFORMATION	VETERANS TERRACE	EXTENSION
Garden style (2BR)	76	0
Townhouse (3BR)	26	0
Flats (2 BR)	0	20
Flats (3 BR)	0	28
Total Units	102	48
Built	1952	1958
Site Area	12.3 acres	5.1 acres
Number of Buildings	18 Residential 1 Community	7 Residential 1 Maintenance
Bldg. Footprint	54,600 SF	31,200 SF
Density	8.2 du / acre	9.4 du / acre
FAR	0.10	0.13
Development Type	Family	
CNA % new construction	25.3%	
Floodplain Status	Outside 500-yr floodplain	
Walk Score	43 out of 100 (Car Dependent)	
Market Potential	208	

b. Site Conditions

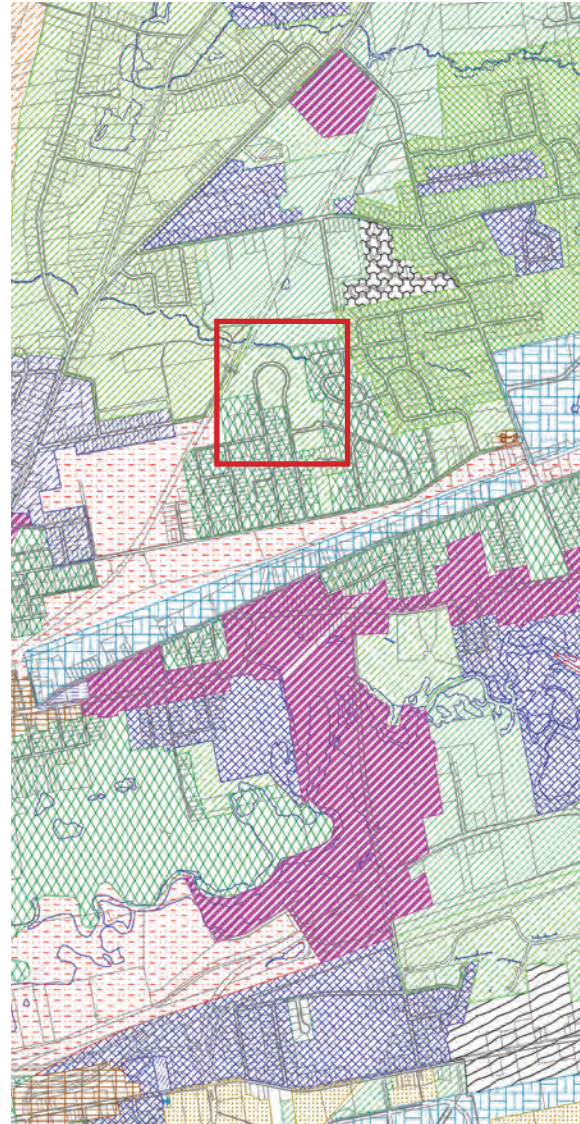
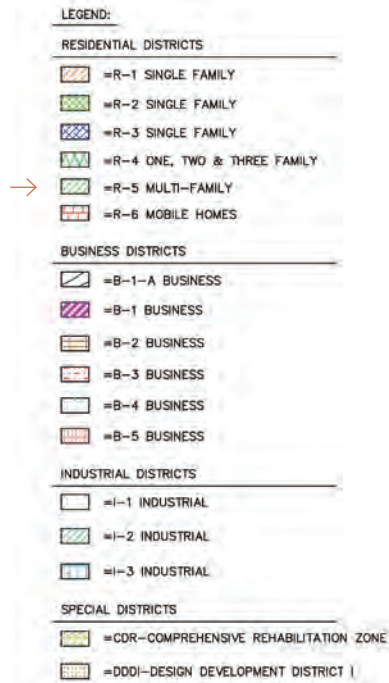
Veterans Terrace is currently experienced as a ring of small apartment buildings arrayed along the arc of Columbus Circle and along Columbus Street. The neighborhood is entered from a largely commercial Park Avenue, but largely contained within a residential neighborhood and abuts Cornelius McCauliffe Park. Mimicking the block structure of the surrounding single family houses, the buildings are laid out along the two roadways, leaving some undeveloped land behind the structures.



c. Zoning

The site is currently zoned R-5, a Multi-Family. This district was intended to provide an area permitting a more intensive level of development and in special circumstances, multifamily developments. With a maximum lot area of 2,500 SF the code allows 75 units on site. Having already exceeded this number, the site must have been permitted as a special use.

There are no existing zoning categories that might result in a better density fit.



EXISTING : R-5 MULTI-FAMILY DISTRICT

Min. Lot Area	10,000 SF
Min Lot area per unit	2,500 SF
Min. Average Lot Width	75' + 4'/unit, max. 400
Min. Lot Frontage	75' + 1'/unit, max 100
Min.Front Yard Setback	30'
Min.Side and Rear Setback from Buildings	30' + height over 30'
Min. unit area	650 SF + 125/bedroom
Min. Open Space	10 % of Site
Min. Setback Lot Line	15'
Min Lot Coverage	25%
Max. Bldg. Height	35'

PARKING REQUIREMENTS:

up to 2 BR	2 spaces per unit
3BR +	2.5 spaces per unit

d. Reasons to Consider Redevelopment

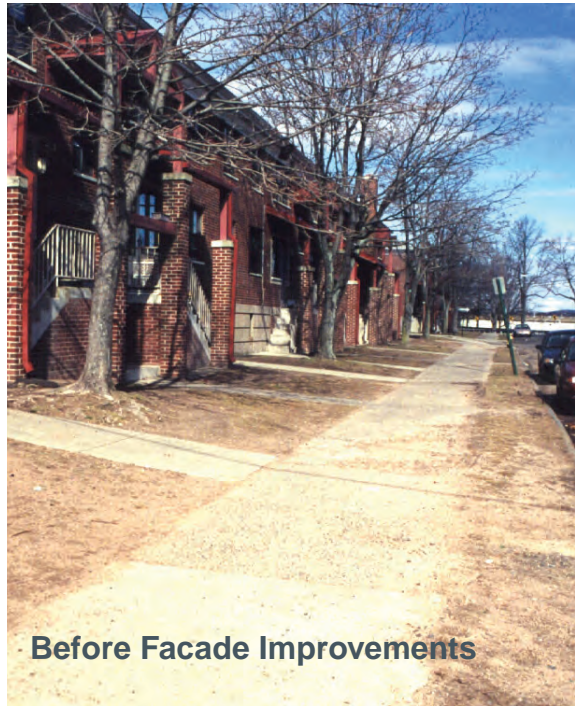
While the property is currently functional, there are some opportunities that may trigger the owner to think more comprehensively about redevelopment:

- Unit size is well below market standard.
- Exterior wear and tear.
- A potential market capture for 208 units.
- Age of property - Original construction of the development dates to circa 1952.

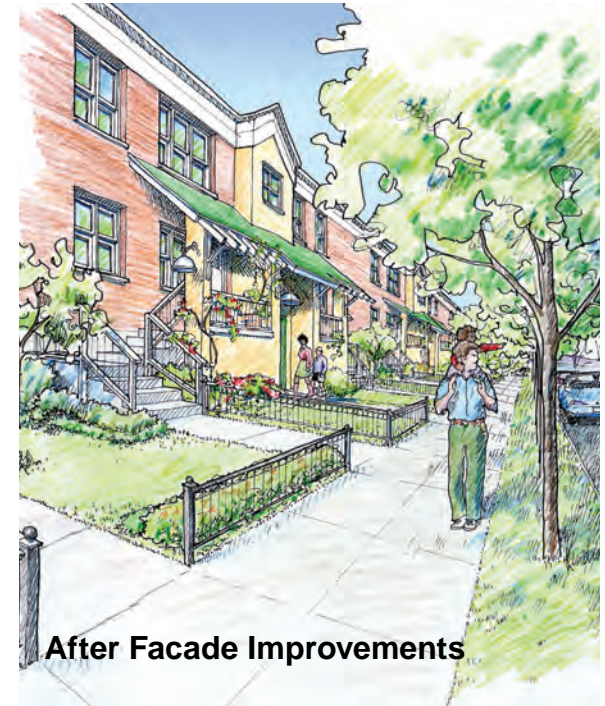
The options for this property focus on creating a more traditional neighborhood character and meeting contemporary unit size standards.

- Many buildings have a poor relationship to the street
- The site is currently cut off from the adjacent neighborhood.

The primary focus of the options proposed is to connect the units to a street and parking so that they are more functional and have a better sense of community. The options also emphasize bringing unit sizes up to contemporary standards and providing for accessibility.



Before Facade Improvements



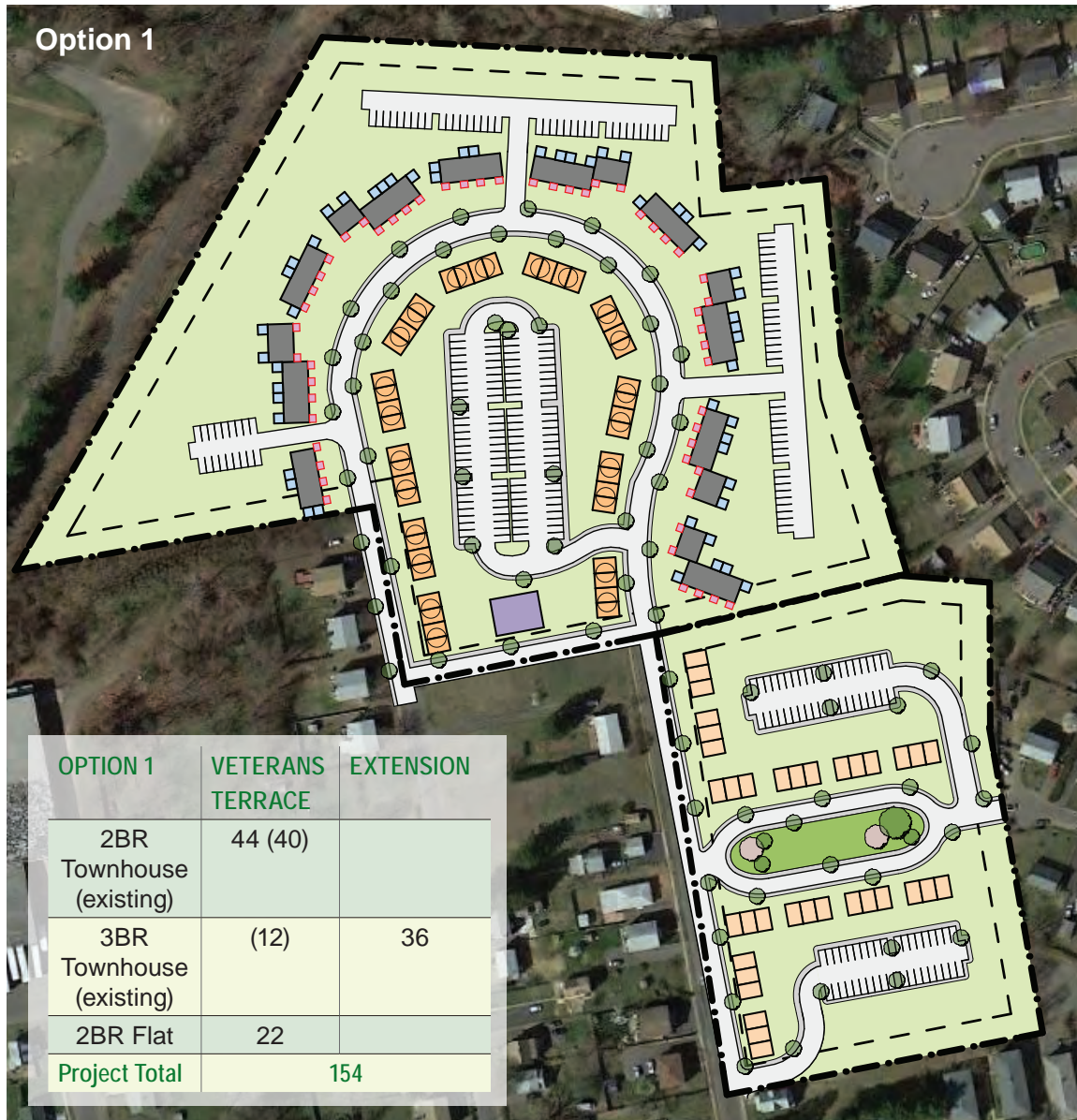
After Facade Improvements



Townhouses and Flats



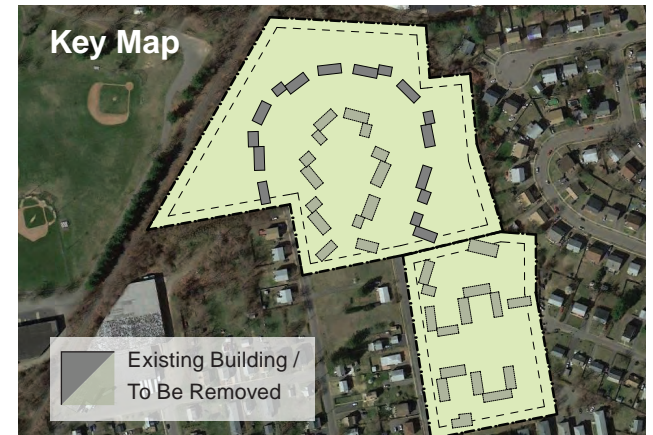
Townhouses



- New Construction, 3 BR townhouse
- New Construction, two 2BR townhouses over a 2BR Flat

- Facade Upgrades
- Unit Size Increase
- Buildable Area

- Community Green
- Community Center
- Property Line





EXISTING	# UNITS
Total	150




e. Redevelopment Options




Option 1: Combination of upgrades and selective demolition / replacement.

- Maintain and enhance the residential units that face the street with façade improvements and strategic additions to add needed square footage.
- Demolish and rebuild buildings that currently do not have a strong street presence to create a cohesive neighborhood.
- Enhance connectivity by expanding street network to surrounding neighborhoods.
- Each townhouse has parking in close proximity.
- A new community building is placed near the entry, but within the neighborhood.
- New community green space.
- New construction creates 14 accessible units.



-  New Construction, 3 BR townhouse
-  New Construction, two 2BR townhouses over a 2BR Flat

-  Facade Upgrades
-  Unit Size Increase
-  Buildable Area

-  Community Green
-  Community Center
-  Property Line

Option 2: Redevelopment focused on maximizing the site and creating a desirable, connected neighborhood.

- New units are constructed to fit in with the surrounding neighborhood fabric.
- Density increases towards the center of the site, with parking tucked in behind the deeper blocks.
- New duplex units are designed at the site edges, with side adjacent driveways.
- The new street network connects through to the surrounding community.
- New community green space.
- New community building.
- 20 new accessible units.

f. Conclusions and Next Steps

In general, redevelopment options fall into one of several categories: a) additions or modifications to existing buildings, b) adding units on undeveloped or underdeveloped portions of a site, c) selectively demolishing some of the structures and building new around the structures which were not demolished, and d) completely demolishing and rebuilding the community. The addition of accessible units can be accommodated in each of these scenarios. However, not every site lends itself to all of these options.

If redevelopment is considered for this site, the most appropriate options are likely to be similar to those shown on the preceding pages. Readers will note, however, that these options are conceptual, based on very limited information, and will certainly change based on discussions with the owner and the residents and based on additional investigation of the site.

The design team recommends that the owner consider **Option 1** as the preferred redevelopment option. This alternative meets the current unit count and mix while dramatically enhancing the street network and neighborhood fabric and adding both indoor and outdoor community space.

Key features of this option are:

- Preservation of ten of the existing buildings, sustainably reusing and upgrading these structures;
- Improving site accessibility and accessible routes through the community;
- Increasing the number of units from 150 to 154;
- Addition of a new community facility to serve the residents of the property;
- Addition of outdoor passive recreational space to serve the residents of the property.

The preferred option is only one of many possible solutions to the opportunities on this site. As referenced elsewhere in the Capital Plan, owners should work closely with the residents and with state funders to determine whether this preferred option is appropriate after further investigation. However, the Capital Plan team believes this option illustrates a good approach for the opportunities at Veteran's Terrace if redevelopment of the community, rather than continuation of existing maintenance plans, makes sense.



Enfield Manor and Extension Redevelopment Study

Alternatives and Recommendations

Prepared for the Connecticut State Sponsored Housing Capital Plan
c/o Connecticut Housing Finance Agency (CHFA) and the Department of Housing (DOH)

Prepared by ICON architecture / Recap Real Estate Advisors

Sept 2013

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Exploring Redevelopment Options

Thinking Beyond Maintenance

Overview

The Capital Plan for the Connecticut State-Sponsored Housing Portfolio examines the investment needed to modernize and stabilize the housing portfolio. The Plan is based on Capital Needs Assessments prepared for each property, assessments which focus on maintaining the existing buildings, generally in their existing configuration, in a safe and sanitary condition. As a result, the CNAs focus on the repair and replacement needs of current building systems and finishes over a twenty year period. Built on this CNA data, the Capital Plan suggests methods to sequence and leverage the State's proposed \$300 million capital investment.

For some properties, however, good stewardship of the affordable housing portfolio may require thinking about options other than the maintenance and repair of the current structures. As part of the Capital Plan effort, twelve properties have been selected as examples to explore a broader range of options – to explore the potential for selective or total redevelopment. The Capital Plan effort will also estimate the additional cost and an alternative financial structure if the owner were to pursue a strategy beyond maintenance. Ultimately, however, each owner will identify for themselves the appropriate action plan going forward, which decision we hope will be informed by the research and recommendations in the Capital Plan and in consultation with state funding agencies. That action plan may be ongoing maintenance, comprehensive internal rehabilitation or perhaps the redevelopment of parts, or even all, of the site.

These twelve properties offer a series of ideas and strategies for thinking about redevelopment, strategies which could be applicable to additional communities within the portfolio. The Recap team, specifically ICON architecture, inc., has examined the twelve sample properties against contemporary urban planning and design practices, informed by the available market information. The team has considered each property and its neighborhood context from an urban design perspective. The team has examined opportunities for increased or decreased density, improvements to the site plan, environmental improvements (such as mitigating flood concerns), transit oriented development and greater integration with the surrounding neighborhood fabric. The team has also considered

marketability issues, including the size of the existing units, and the availability of units for individuals with physical disabilities.

Based on this analysis, the team has generated a range of ideas for improvements to the site and buildings. At one end of the range are options to upgrade the existing buildings through additions, green investments and measures to improve marketability. At the other end of the range are options such as selective demolition/reconstruction and much more comprehensive approaches involving the full redesign of both site and structures. The ideas are not definitive plans and would likely change significantly upon more in-depth discussions with the owners. Rather, the options are intended to stimulate ideas and put opportunities on the table – for the owner of the subject property or, with some extrapolation, for owners of similar sites.

Senior Housing

The State-Sponsored Housing properties targeted to seniors and those with disabilities generally suffer less wear and tear than family housing developments. On the other hand, many of these developments offer only efficiency apartments or small one-bedroom apartments, which are now generally considered to be functionally obsolete. In many cases, these small units are difficult to market, notwithstanding their affordability.

Where such conditions exist, the focus of any redesign should be on either adding to the livability and marketability of the property or on additional units to capture a growing demand for affordable senior housing options. If the capital needs identified in the CNA amount to a significant percentage of the cost of new construction, the case for redevelopment is clearer – to direct new subsidies to create housing at contemporary standards. However, even if the property has been well maintained over the years, and the 20-year capital needs are a relatively small percentage of the cost of new construction, redesign may be appropriate to deal with issues such as small unit sizes, senior housing in second-floor walkup units (without elevators), or significant opportunities for higher density.

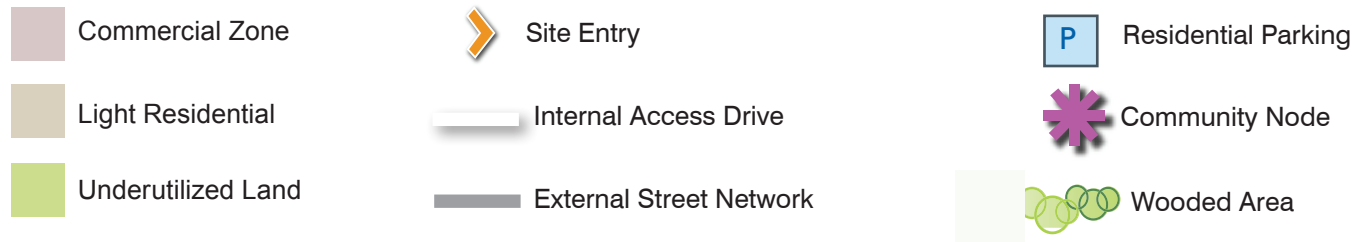
The strategies to address these common concerns also vary. For example, in some cases, two efficiency units could be combined into a single one-bedroom unit. In others, this approach may not be cost-effective given the construction of the original building, or there would be significant concerns regarding the loss of units. In those cases, additions to the existing buildings or building new units elsewhere on the site might be the most appropriate strategy. The Capital Plan's architectural team has generally not had access to existing building plans in making the design recommendations, so the ideas are conceptual and, on closer investigation, may not be appropriate for the subject property.

For each of the twelve example properties, the team has offered two or three redevelopment options. Often, the options vary in the extent to which the existing structures are demolished or incorporated, at least in part, into the option design. If the existing structures are to remain, this document may provide illustrations (before and after images) of how the marketability might be improved or additions incorporated into the existing architecture. The options may also vary in the number of units

proposed for the site. If an owner identified nearby land that the owner either currently controls or that might be available for sale in the future, the options sometimes included that land. Some options identify the potential for future phases of development, which might increase the size of the community over time.

These redevelopment studies also include a recommended plan – the plan which, if the owner decides to do something other than maintain the existing buildings, might take best advantage of the opportunities inherent in the site. The recommendation is informed by the surrounding neighborhood fabric, by the potential to shift the site's density based on anticipated future trends and the potential to capture a larger share of the market, as indicated by the applicable property market assessment. The recommendations also consider issues such as the potential for transit-oriented development, zoning and flood plain constraints and the potential to improve the connections to the surrounding neighborhood. Finally, the recommendation incorporates contemporary affordable housing design and urban planning standards (including CHFA design standards), considering entry improvements, exterior finish upgrades (which often accompany insulation and “green” investments), and the creation of more traditional, pedestrian-friendly residential street patterns.

Please note that these recommendations are conceptual only, and are intended to raise possibilities and identify opportunities for further study. They are made with only limited information on the existing properties and attempt to incorporate consideration of livability, amenities, sustainability, and the neighborhood and community context.



Enfield Manor and Extension

17 Enfield Terrace
Enfield, Connecticut 06082



a. Current development summary

Located in Enfield, Connecticut, the Enfield Manor and Extension Housing Development is composed of 80 units of senior housing, with an estimated 280 sq ft per studio and 380 sf per one bedroom. There is potential for unit upgrades, a new community center, selective demolition and a phased, total redevelopment plan.

Enfield Manor is a car dependent neighborhood, where most daily errands (visiting restaurants, coffee, groceries, outdoor spaces, and

community gathering places) require the use of a vehicle. There is only one vehicular access point to the development, located off Enfield Street nearby the entry to the high school (point A).

Located in a rural location, the site is isolated from 'daily needs' shopping opportunities and has few amenities within walking distance. The most walkable coffee shop is a Starbucks at 0.82 miles away and the most walkable grocery store is a ShopRite at 0.74 miles away.

UNIT TYPE	0 BR	1 BR
	60	20
Estimated Average SF	280	380
Built	1964	
Site Area	11.8 acres	
Number of Buildings	18	
Number of Units	80	
Bldg. Footprint Area	66,759 SF	
Density	8.53 du/acre	
FAR	0.13	
Development Type	Senior/Disabled	
CNA % of new construction	27.40%	
Walk Score	26 out of 100 (Car Dependent)	
Floodplain Status	Outside 500-yr floodplain	
Market Potential	80 units	

b. Site Conditions

From an experiential perspective, Enfield Manor is characterized by smaller residential units abutting a highway, two open fields, and a wooded lot. The current site layout does not provide a community space for residents and has inadequate laundry facilities.

Original construction of the development dates to 1964. The single story units work well for senior and disabled tenants.



c. Zoning

The site is currently under HR-33 zoning district regulations. This category does not permit the number of structures existing on the site today. At 30,000sq ft of land area required per dwelling, the code only allows 17 units on this site.

The zoning category for 'Supplemental Area D. Housing for the Elderly', may be a better fit. Requirements include a maximum density of 16 dwelling units per acre, maximum height of 35 feet and a minimum floor area of 800 sq ft for a one bedroom, which is large for this unit type, especially for senior housing. Therefore, under this zoning, as many as 188 dwelling units can be developed on this site.

EXISTING : HR-33 HISTORIC RESIDENTIAL - ONE FAMILY RESIDENCE DISTRICT

Min. Lot Area	33,000 sf
Min Street Frontage, ft	150 ft
Min. Front Yard Setback, ft	40 ft
Min. Side Yard Setback, ft	25 ft
Min. Rear Yard Setback, ft	50 ft
Max Building Stories	
Max Building Height	35 ft
Max Density	1.25
Max Coverage	20%

PARKING REQUIREMENTS:

Multifamily Dwelling	2 dwelling unit
Single Family Dwelling	2 dwelling unit
Elderly Housing	.75 dwelling unit, 1 shuttle vehicle maintained on lot

PROPOSED SWITCH: HOUSING FOR THE ELDERLY

Min Lot Area	2.5 acres
Max Density	16 dwelling units per acre
Max Lot Coverage	25%
Front Yard Setback	60 ft
Side & Rear Yard Setback	50 ft
Max Building Height	35 ft or 2.5 stories
Min Floor Area:	
STUDIO	600sf
1 BR	800 sf
2 BR	1,000 sf

d. Reasons to Consider Redevelopment

While the property is currently functional, there are some opportunities that may trigger the owner to think more comprehensively about redevelopment:

- High vacancies
- Lack of street presence, units face the side, not to the street
- Lack of windows
- Deterioration of the existing windows and doors, shingles, and paint
- This development feels somewhat isolated from the surrounding community. While there are no physical barriers to connection there isn't a feeling of ownership over the outdoor space.
- The unit sizes are well below current market standards and the unit mix does not address current need.

The primary focus of the options proposed is to connect the units to a street and parking so that they are accessible and have a better sense of community. The options also emphasize bringing unit sizes up to contemporary standards and providing for accessibility.



Before



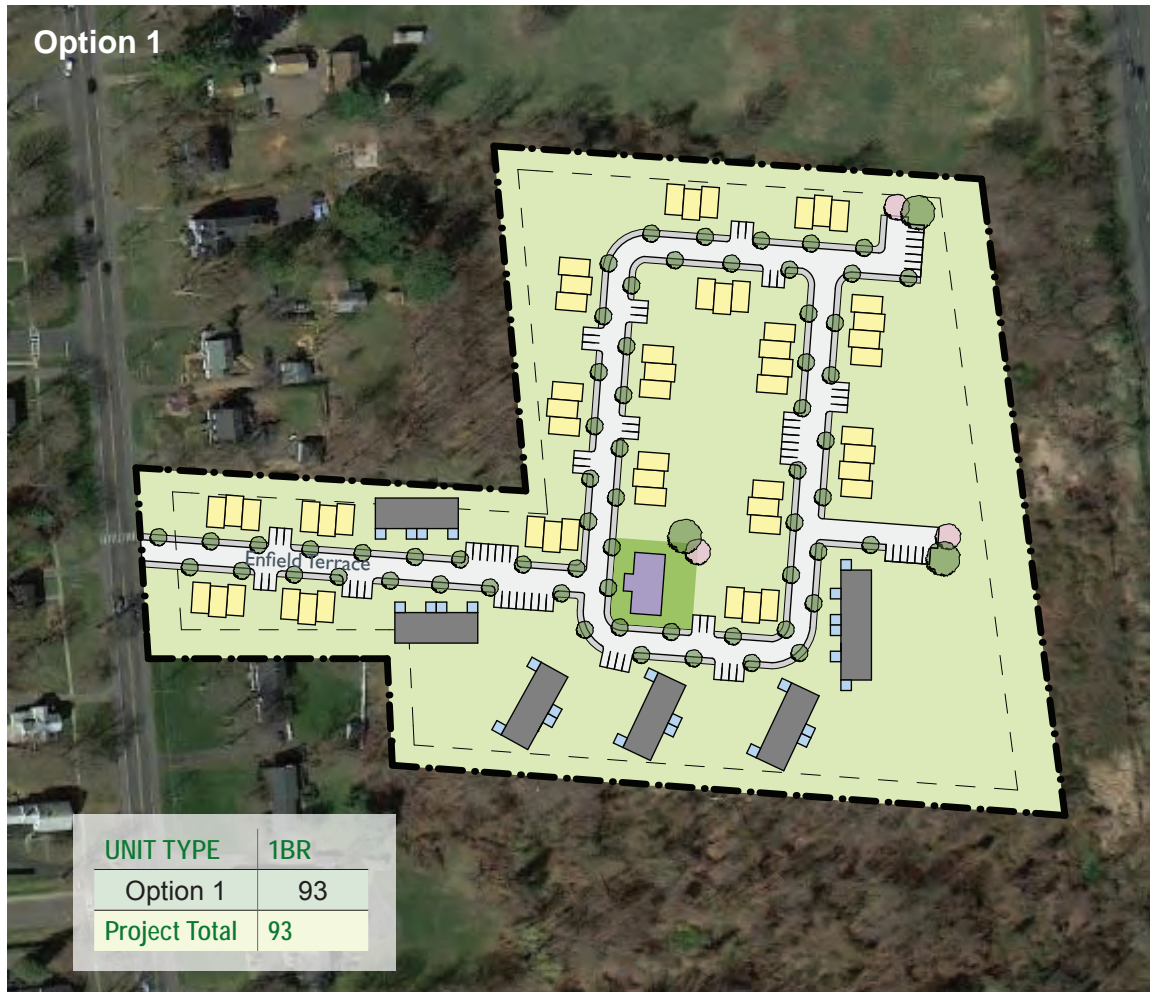
After



Cottage Community



New Community Space



Blue square: Addition to Existing Buildings

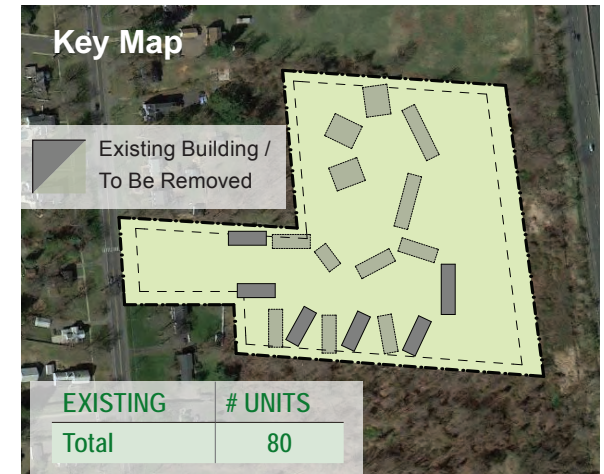
Yellow square: New Construction, 1BR flats

Purple square: Community Center

Green square: Community Green

Dashed line: Property Line

Dotted line: Buildable Area



e. Redevelopment Options

Option 1: Phased, selective demolition and replacement to accommodate a new loop road.

- Facade upgrades for 60+ existing units and strategic additions to increase square footage.
- Inclusion of a central community building and green space.
- Construction of new, one-bedroom cottage duplexes that face the street.
- Parking proximate to unit entries.
- New construction provides accessible units.



■ New Construction,
1BR flats

■ Community Center

■ Community Green

--- Property Line

--- Buildable Area

Option 2: Redevelopment with adequate unit sizes and appealing layouts

- New duplex cottage units front the street.
- Parking in driveways immediately adjacent to each unit.
- Central community building
- New community open space.
- New construction provides accessible units.

f. Conclusions and Next Steps

In general, redevelopment options fall into one of several categories: a) additions or modifications to existing buildings, b) adding units on undeveloped or underdeveloped portions of a site, c) selectively demolishing some of the structures and building new around the structures which were not demolished, and d) completely demolishing and rebuilding the community. The addition of accessible units can be accommodated in each of these scenarios. However, not every site lends itself to all of these options.

If redevelopment is considered for this site, the most appropriate options are likely to be similar to those shown on the preceding pages. Readers will note, however, that these options are conceptual, based on very limited information, and will certainly change based on discussions with the owner and the residents and based on additional investigation of the site.

The design team recommends that the owner consider **Option 2** as the preferred redevelopment option. This alternative creates a more cohesive neighborhood while maximizing the unit count and providing green space. Key features of this option are:

- Complete replacement of existing units;
- Improving site accessibility and accessible routes through the community;
- Increasing the number of units from 80 to 93;
- Addition of a new community facility to serve the residents of the property;
- Addition of outdoor passive recreational space to serve the residents of the property.

The preferred option is only one of many possible solutions to the opportunities on this site. As referenced elsewhere in the Capital Plan, owners should work closely with the residents and with state funders to determine whether this preferred option is appropriate after further investigation. However, the Capital Plan team believes this option illustrates a good approach for the opportunities at Enfield Manor if redevelopment of the community, rather than continuation of existing maintenance plans, makes sense.



Armstrong Court Redevelopment Study

Alternatives and Recommendations

Prepared for the Connecticut State Sponsored Housing Capital Plan
c/o Connecticut Housing Finance Agency (CHFA) and the Department of Housing (DOH)

Prepared by ICON architecture / Recap Real Estate Advisors

Sept 2013

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Exploring Redevelopment Options

Thinking Beyond Maintenance

Overview

The Capital Plan for the Connecticut State-Sponsored Housing Portfolio examines the investment needed to modernize and stabilize the housing portfolio. The Plan is based on Capital Needs Assessments prepared for each property, assessments which focus on maintaining the existing buildings, generally in their existing configuration, in a safe and sanitary condition. As a result, the CNAs focus on the repair and replacement needs of current building systems and finishes over a twenty year period. Built on this CNA data, the Capital Plan suggests methods to sequence and leverage the State's proposed \$300 million capital investment.

For some properties, however, good stewardship of the affordable housing portfolio may require thinking about options other than the maintenance and repair of the current structures. As part of the Capital Plan effort, twelve properties have been selected as examples to explore a broader range of options – to explore the potential for selective or total redevelopment. The Capital Plan effort will also estimate the additional cost and an alternative financial structure if the owner were to pursue a strategy beyond maintenance. Ultimately, however, each owner will identify for themselves the appropriate action plan going forward, which decision we hope will be informed by the research and recommendations in the Capital Plan and in consultation with state funding agencies. That action plan may be ongoing maintenance, comprehensive internal rehabilitation or perhaps the redevelopment of parts, or even all, of the site.

These twelve properties offer a series of ideas and strategies for thinking about redevelopment, strategies which could be applicable to additional communities within the portfolio. The Recap team, specifically ICON architecture, inc., has examined the twelve sample properties against contemporary urban planning and design practices, informed by the available market information. The team has considered each property and its neighborhood context from an urban design perspective. The team has examined opportunities for increased or decreased density, improvements to the site plan, environmental improvements (such as mitigating flood concerns), transit oriented development and greater integration with the surrounding neighborhood fabric. The team has also considered

marketability issues, including the size of the existing units, and the availability of units for individuals with physical disabilities.

Based on this analysis, the team has generated a range of ideas for improvements to the site and buildings. At one end of the range are options to upgrade the existing buildings through additions, green investments and measures to improve marketability. At the other end of the range are options such as selective demolition/reconstruction and much more comprehensive approaches involving the full redesign of both site and structures. The ideas are not definitive plans and would likely change significantly upon more in-depth discussions with the owners. Rather, the options are intended to stimulate ideas and put opportunities on the table – for the owner of the subject property or, with some extrapolation, for owners of similar sites.

Family Housing

The State-Sponsored Housing properties targeted to families are likely to be subject to significant wear and tear. In addition, they may have small or functionally obsolete units (i.e., many bedrooms with only one bathroom) or be located in places with significant market demand, or be well-located with respect to the potential for transit oriented development. On the flip side, some may be overly dense, without appropriate space for children, exercise and recreation.

Where such conditions exist, the focus of any redesign should be on either adding to the livability and marketability of the property or on aligning the property's density and configuration to the anticipated long-term need. If the capital needs identified in the CNA amount to a significant percentage of the cost of new construction, the case for redevelopment is clearer – to direct new subsidies to create housing at contemporary standards. However, even if the property has been well maintained over the years, and the 20-year capital needs are a relatively small percentage of the cost of new construction, redesign may be appropriate to deal with issues such as small or functionally obsolete units or the chance to address anticipated future demand and opportunities.

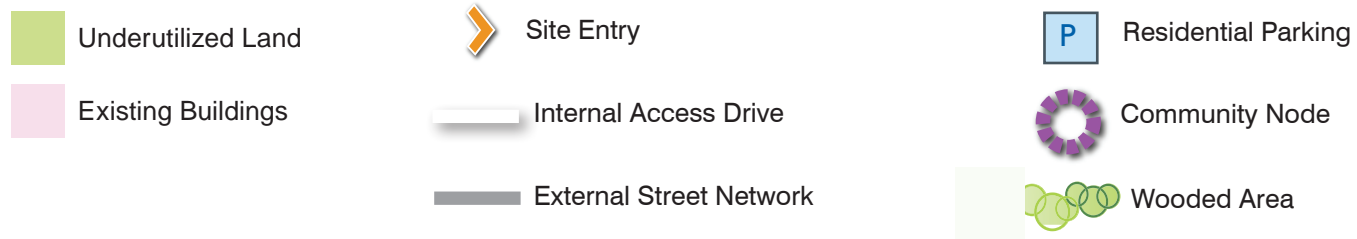
The strategies to address these common concerns also vary. For example, in some cases, walls in a large unit could be moved to expand rooms or to create a second bathroom. In others, this approach may not be cost-effective given the construction of the original building or such a change would lose a bedroom when the demand for the size of units is real. In those cases, additions to the existing buildings or building new units elsewhere on the site might be the most appropriate strategy. The Capital Plan's architectural team has generally not had access to existing building plans in making the design recommendations, so the ideas are conceptual and, on closer investigation, may not be appropriate for the subject property.

For each of the twelve example properties, the team has offered two or three redevelopment options. Often, the options vary in the extent to which the existing structures are demolished or incorporated, at least in part, into the option design. If the existing structures are to remain, this document may provide illustrations (before and after images) of how

the marketability might be improved or additions incorporated into the existing architecture. The options may also vary in the number of units proposed for the site. If an owner identified nearby land that the owner either currently controls or that might be available for sale in the future, the options sometimes included that land. Some options identify the potential for future phases of development, which might increase the size of the community over time.

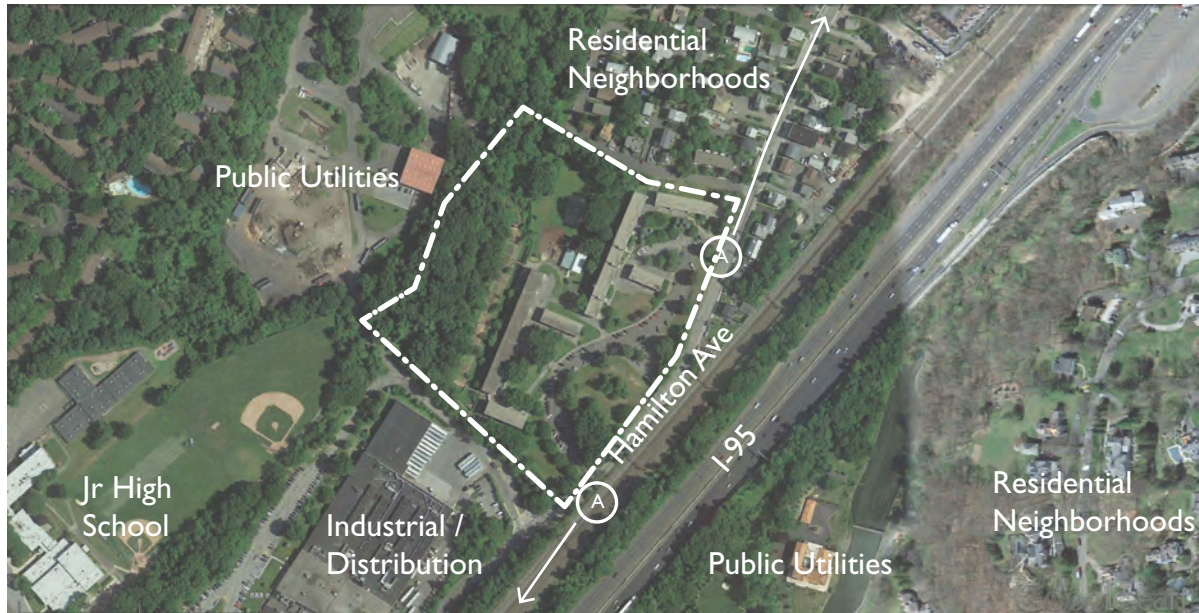
These redevelopment studies also include a recommended plan – the plan which, if the owner decides to do something other than maintain the existing buildings, might take best advantage of the opportunities inherent in the site. The recommendation is informed by the surrounding neighborhood fabric, by the potential to shift the site's density based on anticipated future trends and the potential to capture a larger share of the market, as indicated by the applicable property market assessment. The recommendations also consider issues such as the potential for transit-oriented development, zoning and flood plain constraints and the potential to improve the connections to the surrounding neighborhood. Finally, the recommendation incorporates contemporary affordable housing design and urban planning standards (including CHFA design standards), considering entry improvements, exterior finish upgrades (which often accompany insulation and “green” investments), and the creation of more traditional, pedestrian-friendly residential street patterns.

Please note that these recommendations are conceptual only, and are intended to raise possibilities and identify opportunities for further study. They are made with only limited information on the existing properties and attempt to incorporate consideration of livability, amenities, sustainability, and the neighborhood and community context.



Armstrong Court

1-5 Armstrong Court
Greenwich, Connecticut



a. Current development summary

Located in Greenwich, Connecticut, the Armstrong Court Housing Development is a residential development for families, the grouping is comprised of 6 residential buildings containing a total of 144 units (12 one-bedroom, 108 two-bedroom, and 24 three-bedroom units). There is potential for unit upgrades, a new community center, selective demolition and a phased, total redevelopment plan.

Armstrong Court is dependent on a vehicle for 'daily needs' shopping opportunities. There are

two vehicular entry points to the development, located off Hamilton Ave (points A).

As a car dependent development, few amenities are within walking distance. The closest coffee shop is a Dunkin' Donuts at 0.41 miles and the closest grocery store is Consolidated Foods at 0.51 miles. However, via the Connecticut Turnpike, the location offers convenient access to employment centers.

UNIT TYPE	1 BR	2 BR	3 BR
	12	108	24
Estimated Average SF	400	450	unknown
Built	1951		
Site Area	7.92 acres		
Number of Buildings	6 Residential 1 Day Care 2 Laundry Community Facility		
Number of Units	144		
Bldg. Footprint Area	31,800 SF		
Density	18.8 du / acre		
FAR	0.09		
Development Type	Family		
CNA % of new construction	62.80%		
Floodplain Status	Outside 500-yr floodplain		
Walk Score	26 (out of 100)		
Market Potential	338 units		

b. Site Conditions

Armstrong Court is experienced as a set of well-landscaped, two-story walk ups. The site abuts a major highway, a wooded area, an industrial / distribution center and a single family neighborhood. The current site layout does not utilize all of the land in the parcel, primarily because of a small river running through the parcel.

The “First Steps” daycare school building is also located on site. A separate daycare facility (“Kid’s Corner”) is located at the basement level of one of the residential buildings.



c. Zoning

The site is currently zoned R-6 Multi Family, although that category seems to be a poor fit for the site since it is currently developed over the density level that this category allows. At 4,200sq ft of land area required per family, the code only allows 82 families on site, and the existing condition is 144 families.

The market potential for this site raises the possibility of up to 388 units on the site's 7.9 acres. Therefore, the 'Residential Planned Housing Design - Neighborhood Zone' may be a better fit. The intent of this division is to encourage the construction of residential units to alleviate shortage of housing available by those of moderate income, as defined by the Housing Authority.

This zone requires 1,200 square feet of land for one-bedroom units, 1,800 square feet for two bedroom units and 2,400 square feet for three-bedroom units. Under this zoning category, as many as 150 two bedroom and 30 three bedroom dwelling units can be developed on this site.

EXISTING : R-6 MULTI-FAMILY

Min. Lot Area	4,200 SF per family
Min Street Frontage, ft	60 ft
Min. Front Yard Setback, ft	25 ft
Min. Side Yard Setback, ft	25 ft
Min. Rear Yard Setback, ft	25 ft
Min Street Side Yard (corner lot), ft	25 ft
Accessory Structures in Rear Yard, Rear Yard Setback	5 ft
Accessory Structures in Rear Yard, Side Yard Setback	5 ft
Max Building Stories	3
Max Building Height	35 ft
Lot Shape	Large enough to contain a 45' by 85' rectangle

PARKING REQUIREMENTS:

Studio	1 garage space and 0.6 outdoor spaces
1 or 2 BR	1 garage space and 1 outdoor space
3+ BR	1 garage space and 1 outdoor space

PROPOSED SWITCH: RESIDENTIAL PLANNED HOUSING DESIGN NEIGHBORHOOD ZONE

Min Lot Area	1,200 sq feet for 1st bedroom, 600 sq ft for each additional bedroom
Max Density	none
Max Lot Coverage	55% max
Front Yard Setback	50 ft
Side & Rear Yard Setback	50 ft
Max Building Height	35 ft or 2.5 stories
Max Floor Area:	10,000 sf
Building Separation	40'

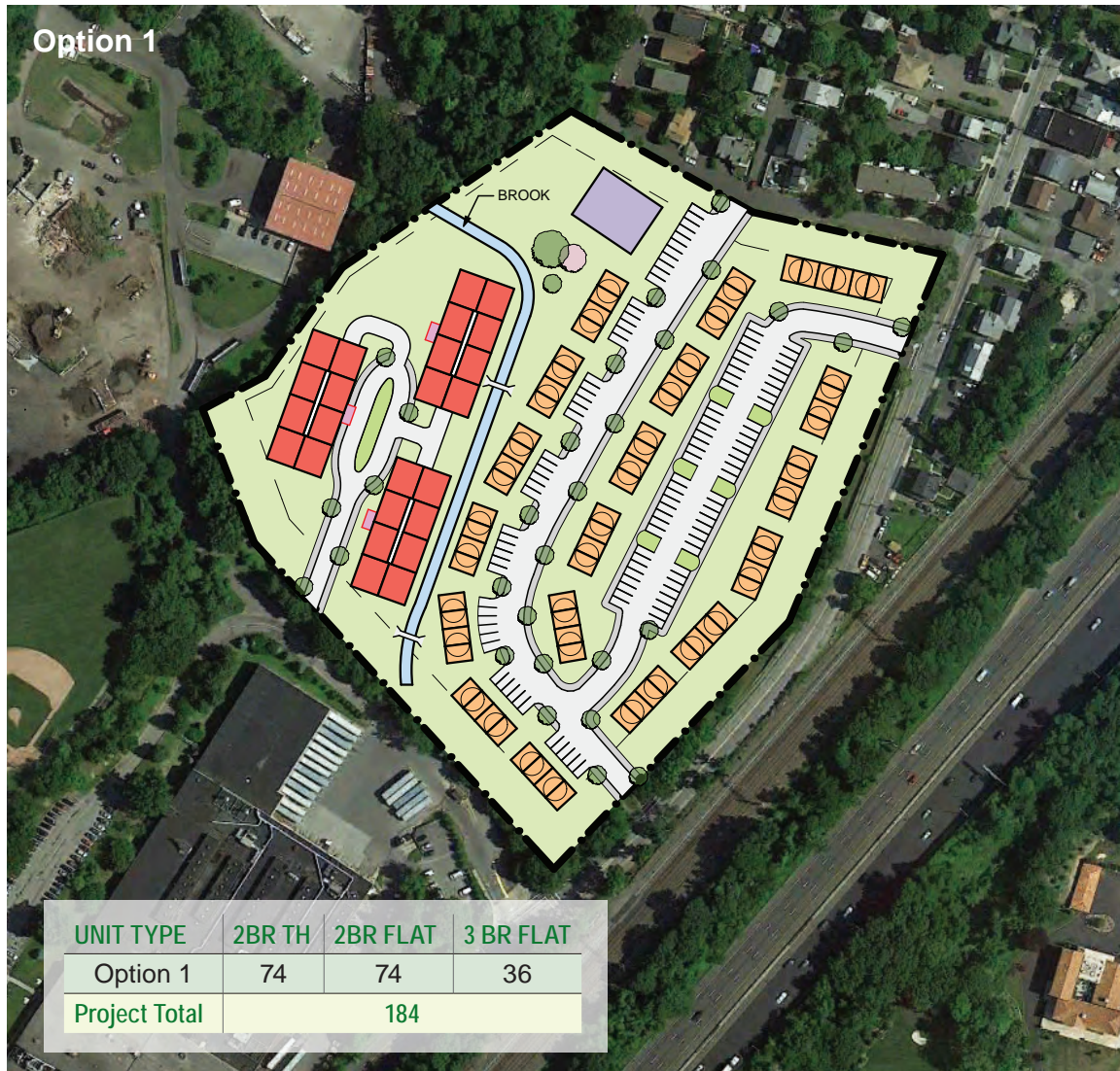
d. Reasons to Consider Redevelopment

While the property is currently functional, there are some opportunities that may trigger the owner to think more comprehensively about redevelopment:

- There are no handicap accessible units at this property.
- A potential market capture for 338 units.
- Facades need upgrades. Deterioration of the balconies, ponding on the roof, lack of functioning operational windows.
- Limitations on building size are created by parking constraints.
- Original construction of the development's residential buildings dates to 1951.
- The unit sizes are very small, well below current market standards.
- Very high percentage Capital Needs Assessment.

Both of the proposed redevelopment options suggest new construction because the Capital Needs Assessment is so high and the current unit size and site layout make it extremely difficult to create units of adequate size and capture the market potential of this highly desirable location. The plans emphasize strong connection to the street and surrounding neighborhood while maximizing opportunities due to the grade.





New Construction, two
2BR townhouses over
a 2BR flat



New Construction,
2BR flat (3 stories)



Community Center /
Day Care



Community Green



Property Line





Buildable Area



e. Redevelopment Options



Option 1: Rowhouse community with three-story elevator buildings

- Divides the site into a series of row houses combining flats with duplexes above and three story elevator buildings.
- Each townhouse has parking in front while the mid-rise apartments take advantage of the grade, tucking parking underneath.
- A new community center is the focal point of the site, upon entry.
- This option connects the site with the streets Muskrat Pond Rd and Booth Terrace Rd, to enhance connectivity.
- Maintains a relationship with the abutting single family neighborhood by orienting townhomes to face the Booth Terrace Street.
- New construction provides for 10% Barrier Free units.



-  New Construction, two 2BR townhouses over a 2BR flat
-  New Construction, 2BR flat (3 stories)

-  Community Center / Day Care
-  Community Green

-  Property Line
-  Buildable Area

Option 2: Substantial elevator buildings with modest row house community

- More substantial elevator buildings - three story mid-rise, with parking tucked beneath the buildings take advantage of the grade of the site.
- This option creates three mid-rise apartments, with below-grade parking.
- Adds substantial density to capture market potential.
- The community center / day care is integrated between new construction and is at the primary site drop-off.
- The parcel is integrated into the block structure with connecting streets.
- Low rise flats with duplexes above are constructed near existing neighborhoods to better relate to their scale.
- New construction provides for 10% Barrier Free units.

f. Conclusions and Next Steps

In general, redevelopment options fall into one of several categories: a) additions or modifications to existing buildings, b) adding units on undeveloped or underdeveloped portions of a site, c) selectively demolishing some of the structures and building new around the structures which were not demolished, and d) completely demolishing and rebuilding the community. The addition of accessible units can be accommodated in each of these scenarios. However, not every site lends itself to all of these options.

If redevelopment is considered for this site, the most appropriate options are likely to be similar to those shown on the preceding pages. Readers will note, however, that these options are conceptual, based on very limited information, and will certainly change based on discussions with the owner and the residents and based on additional investigation of the site.

The design team recommends that the owner consider **Option 2** as the preferred redevelopment option. This alternative much more successfully captures the market potential by building more efficiently and maximizing the site. The townhouses at the south fit comfortably to provide alternative unit types and better relate to the adjacent neighborhood.

Key features of this option are:

- Complete replacement of existing units;
- Improving site accessibility and accessible routes through the community;
- Increasing the number of units from 144 to 243;
- Addition of a new community facility to serve the residents of the property;
- Addition of outdoor passive recreational space to serve the residents of the property.

The preferred option is only one of many possible solutions to the opportunities on this site. As referenced elsewhere in the Capital Plan, owners should work closely with the residents and with state funders to determine whether this preferred option is appropriate after further investigation. However, the Capital Plan team believes this option illustrates a good approach for the opportunities at Armstrong Court if redevelopment of the community, rather than continuation of existing maintenance plans, makes sense.



McCluggage Manor Redevelopment Study

Alternatives and Recommendations

Prepared for the Connecticut State Sponsored Housing Capital Plan
c/o Connecticut Housing Finance Agency (CHFA) and the Department of Housing (DOH)

Prepared by ICON architecture / Recap Real Estate Advisors

Sept 2013

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Exploring Redevelopment Options

Thinking Beyond Maintenance

Overview

The Capital Plan for the Connecticut State-Sponsored Housing Portfolio examines the investment needed to modernize and stabilize the housing portfolio. The Plan is based on Capital Needs Assessments prepared for each property, assessments which focus on maintaining the existing buildings, generally in their existing configuration, in a safe and sanitary condition. As a result, the CNAs focus on the repair and replacement needs of current building systems and finishes over a twenty year period. Built on this CNA data, the Capital Plan suggests methods to sequence and leverage the State's proposed \$300 million capital investment.

For some properties, however, good stewardship of the affordable housing portfolio may require thinking about options other than the maintenance and repair of the current structures. As part of the Capital Plan effort, twelve properties have been selected as examples to explore a broader range of options – to explore the potential for selective or total redevelopment. The Capital Plan effort will also estimate the additional cost and an alternative financial structure if the owner were to pursue a strategy beyond maintenance. Ultimately, however, each owner will identify for themselves the appropriate action plan going forward, which decision we hope will be informed by the research and recommendations in the Capital Plan and in consultation with state funding agencies. That action plan may be ongoing maintenance, comprehensive internal rehabilitation or perhaps the redevelopment of parts, or even all, of the site.

These twelve properties offer a series of ideas and strategies for thinking about redevelopment, strategies which could be applicable to additional communities within the portfolio. The Recap team, specifically ICON architecture, inc., has examined the twelve sample properties against contemporary urban planning and design practices, informed by the available market information. The team has considered each property and its neighborhood context from an urban design perspective. The team has examined opportunities for increased or decreased density, improvements to the site plan, environmental improvements (such as mitigating flood concerns), transit oriented development and greater integration with the surrounding neighborhood fabric. The team has also considered

marketability issues, including the size of the existing units, and the availability of units for individuals with physical disabilities.

Based on this analysis, the team has generated a range of ideas for improvements to the site and buildings. At one end of the range are options to upgrade the existing buildings through additions, green investments and measures to improve marketability. At the other end of the range are options such as selective demolition/reconstruction and much more comprehensive approaches involving the full redesign of both site and structures. The ideas are not definitive plans and would likely change significantly upon more in-depth discussions with the owners. Rather, the options are intended to stimulate ideas and put opportunities on the table – for the owner of the subject property or, with some extrapolation, for owners of similar sites.

Senior Housing

The State-Sponsored Housing properties targeted to seniors and those with disabilities generally suffer less wear and tear than family housing developments. On the other hand, many of these developments offer only efficiency apartments or small one-bedroom apartments, which are now generally considered to be functionally obsolete. In many cases, these small units are difficult to market, notwithstanding their affordability.

Where such conditions exist, the focus of any redesign should be on either adding to the livability and marketability of the property or on additional units to capture a growing demand for affordable senior housing options. If the capital needs identified in the CNA amount to a significant percentage of the cost of new construction, the case for redevelopment is clearer – to direct new subsidies to create housing at contemporary standards. However, even if the property has been well maintained over the years, and the 20-year capital needs are a relatively small percentage of the cost of new construction, redesign may be appropriate to deal with issues such as small unit sizes, senior housing in second-floor walkup units (without elevators), or significant opportunities for higher density.

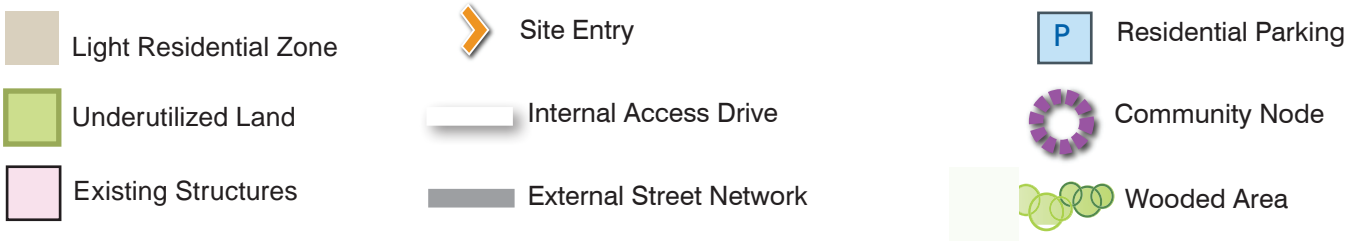
The strategies to address these common concerns also vary. For example, in some cases, two efficiency units could be combined into a single one-bedroom unit. In others, this approach may not be cost-effective given the construction of the original building, or there would be significant concerns regarding the loss of units. In those cases, additions to the existing buildings or building new units elsewhere on the site might be the most appropriate strategy. The Capital Plan's architectural team has generally not had access to existing building plans in making the design recommendations, so the ideas are conceptual and, on closer investigation, may not be appropriate for the subject property.

For each of the twelve example properties, the team has offered two or three redevelopment options. Often, the options vary in the extent to which the existing structures are demolished or incorporated, at least in part, into the option design. If the existing structures are to remain, this document may provide illustrations (before and after images) of how the marketability might be improved or additions incorporated into the existing architecture. The options may also vary in the number of units

proposed for the site. If an owner identified nearby land that the owner either currently controls or that might be available for sale in the future, the options sometimes included that land. Some options identify the potential for future phases of development, which might increase the size of the community over time.

These redevelopment studies also include a recommended plan – the plan which, if the owner decides to do something other than maintain the existing buildings, might take best advantage of the opportunities inherent in the site. The recommendation is informed by the surrounding neighborhood fabric, by the potential to shift the site's density based on anticipated future trends and the potential to capture a larger share of the market, as indicated by the applicable property market assessment. The recommendations also consider issues such as the potential for transit-oriented development, zoning and flood plain constraints and the potential to improve the connections to the surrounding neighborhood. Finally, the recommendation incorporates contemporary affordable housing design and urban planning standards (including CHFA design standards), considering entry improvements, exterior finish upgrades (which often accompany insulation and “green” investments), and the creation of more traditional, pedestrian-friendly residential street patterns.

Please note that these recommendations are conceptual only, and are intended to raise possibilities and identify opportunities for further study. They are made with only limited information on the existing properties and attempt to incorporate consideration of livability, amenities, sustainability, and the neighborhood and community context.



McCluggage Manor

230 Taylor Hill Rd
Griswold, Connecticut



a. Current development summary

Located in Griswold, Connecticut, the McCluggage Manor Housing Development is a residential development for the senior/disabled that is comprised of seven residential buildings and one community building (two residential units are attached to the community building). The site is steeply terraced in four stages. The community building and one residential building are located on the same level as the parking area.

Located in a residential, semi-rural location, somewhat dependent on a vehicle for

transportation. There is one vehicular entry point to the development, located off Taylor Hill Road at point A in the map above. For the healthier residents, the site is somewhat walkable for 'daily needs' shopping opportunities.

The most walkable coffee shop is Uncle Kranky's Café at 0.51 miles and the closest grocery store is Chucky's Country Store at 1.16 miles away. There are some restaurants within a quarter mile radius and the Slater Library is a half mile away.

UNIT TYPE	STUDIO	1 BR
	20	10
Built	1974	
Site Area	4.41 acres	
Number of Buildings	7 Residential 1 Laundry / Community Storage Shed	
Number of Units	30	
Bldg. Footprint Area	21,600 SF	
Density	6.80 du / acre	
FAR	0.11	
Development Type	Senior / Disabled	
CNA % of new construction	65.60%	
Floodplain Status	Outside 500-yr floodplain	
Walk Score	58 out of 100 (Somewhat walkable)	
Market Potential	38 units	

b. Site Conditions

McCluggage Manor is experienced as a set of one-story apartments set on terraced land with a series of criss-crossing walkways. The site abuts a major roadway, a wooded area, and single family neighborhoods. The current site layout does not utilize all of the land in the parcel.

Original construction of the development dates to 1974. The single story units work well for senior and disabled tenants. The local transportation system provides bus service directly to the community building and the site is relatively close to shops and downtown.



c. Zoning

The site is currently zoned R-60 Low Density Residential District, designed to provide a low density transition between medium and higher density zones. It does not permit the number of structures existing on the site today. At 60,000sq ft of land area required per dwelling, the code only allows 3 units on this site.

There is currently no category in the Griswold zoning regulations that supports the number of dwellings per acre that exist on site. Yet the market potential for this site raises the possibility of as many as 38 units on the 4.4 acres.

EXISTING : R-60	
Min. Lot Area	60,000 SF
Min Street Frontage	175 ft
Min. Front Yard Setback	50 ft
Min. Side Yard Setback	30 ft
Min. Rear Yard Setback	30 ft
Open Space	40%
Max Lot Coverage	15%
Max Building Stories	3
Max Building Height	35 ft
Parking Requirement	2 per unit

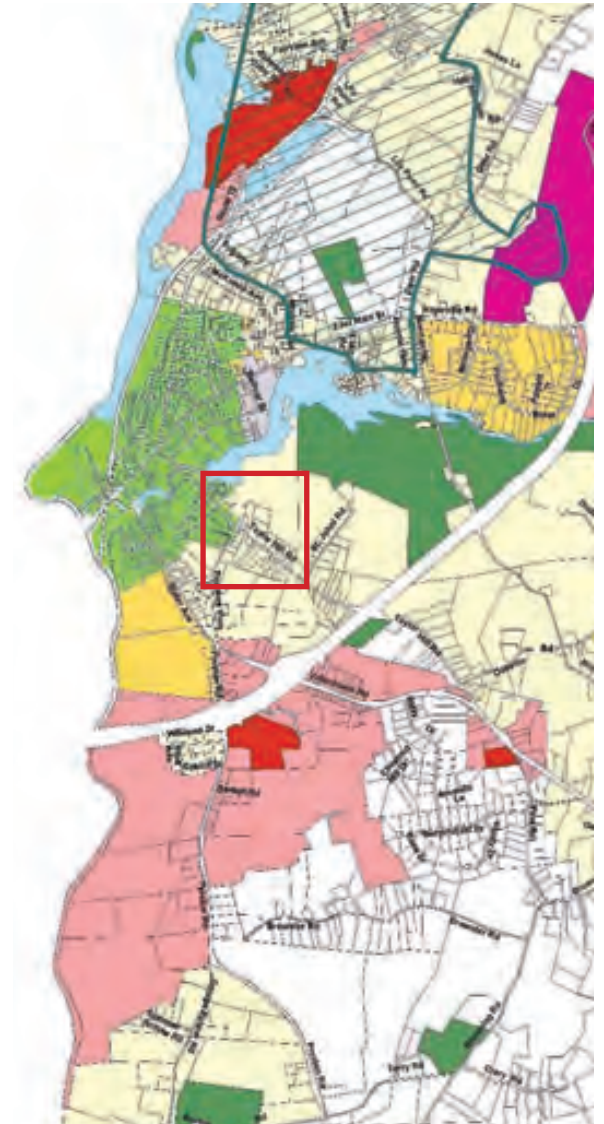
Official Zoning Map Town of Griswold



Effective Date:
August 10, 2009

Zoning

Business Park	R-40
C-1	R-60
C-2	R-80
Industrial	Borough of Jewett City
Open Space Passive Recreation	
Aquifer Protection Area Overlay	



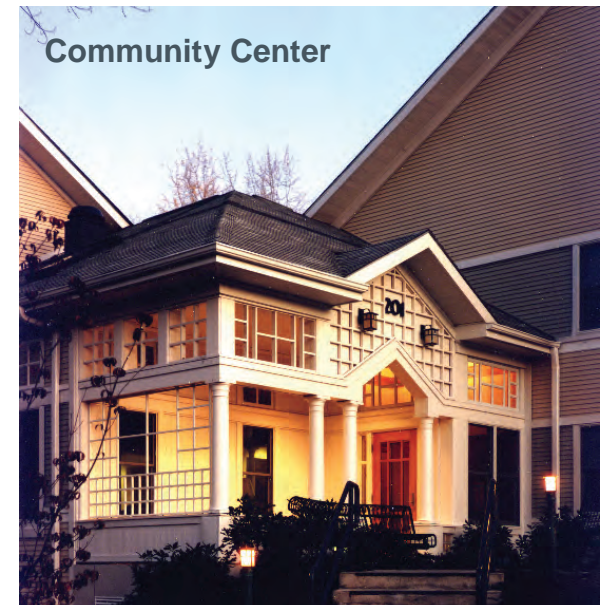
d. Reasons to Consider Redevelopment

While the property is currently functional, there are some opportunities that may trigger the owner to think more comprehensively about redevelopment:

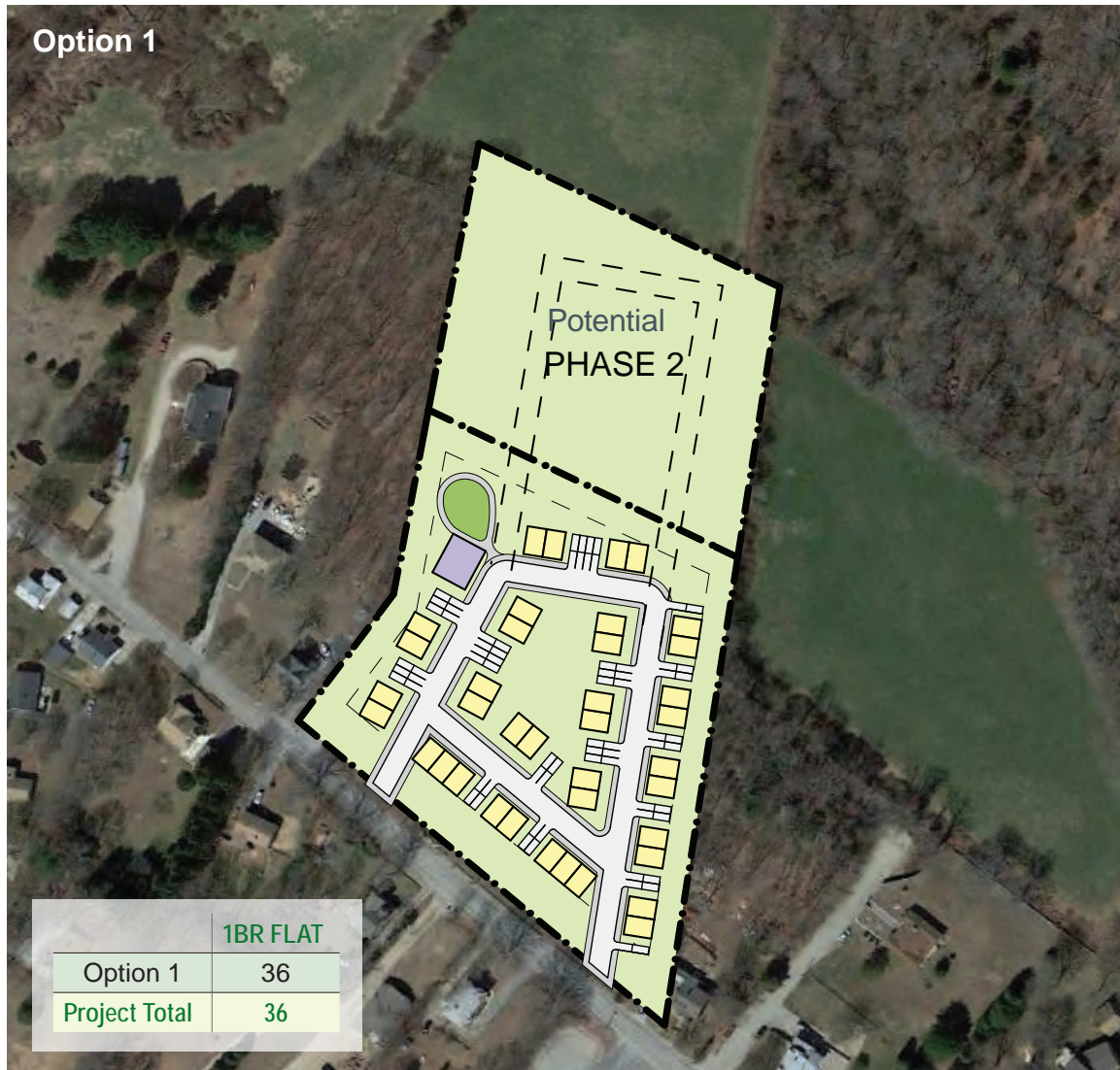
- The unit sizes are well below market standards, with a minimal size difference between the studio apartments and the one bedrooms.
- A potential market capture for 38 units.
- Exterior envelope replacement.
- Stark facades don't create a strong sense of warmth or place.
- Refurbishing community room, kitchen, laundry and public restrooms are necessary.
- High Capital Needs Assessment percentage.

Both redevelopment options presented on the next two pages suggest new construction because the Capital Needs Assessment is so high and accessibility, which is fundamental, is extremely difficult to achieve with the current site configuration.

Both options also have an opportunity to emphasize a second connected phase in the adjacent parcel to the north.




Option 1



	1BR FLAT
Option 1	36
Project Total	36

 New Construction, 1BR flats (1 story)

 Community Center

 Community Green

 Property Line

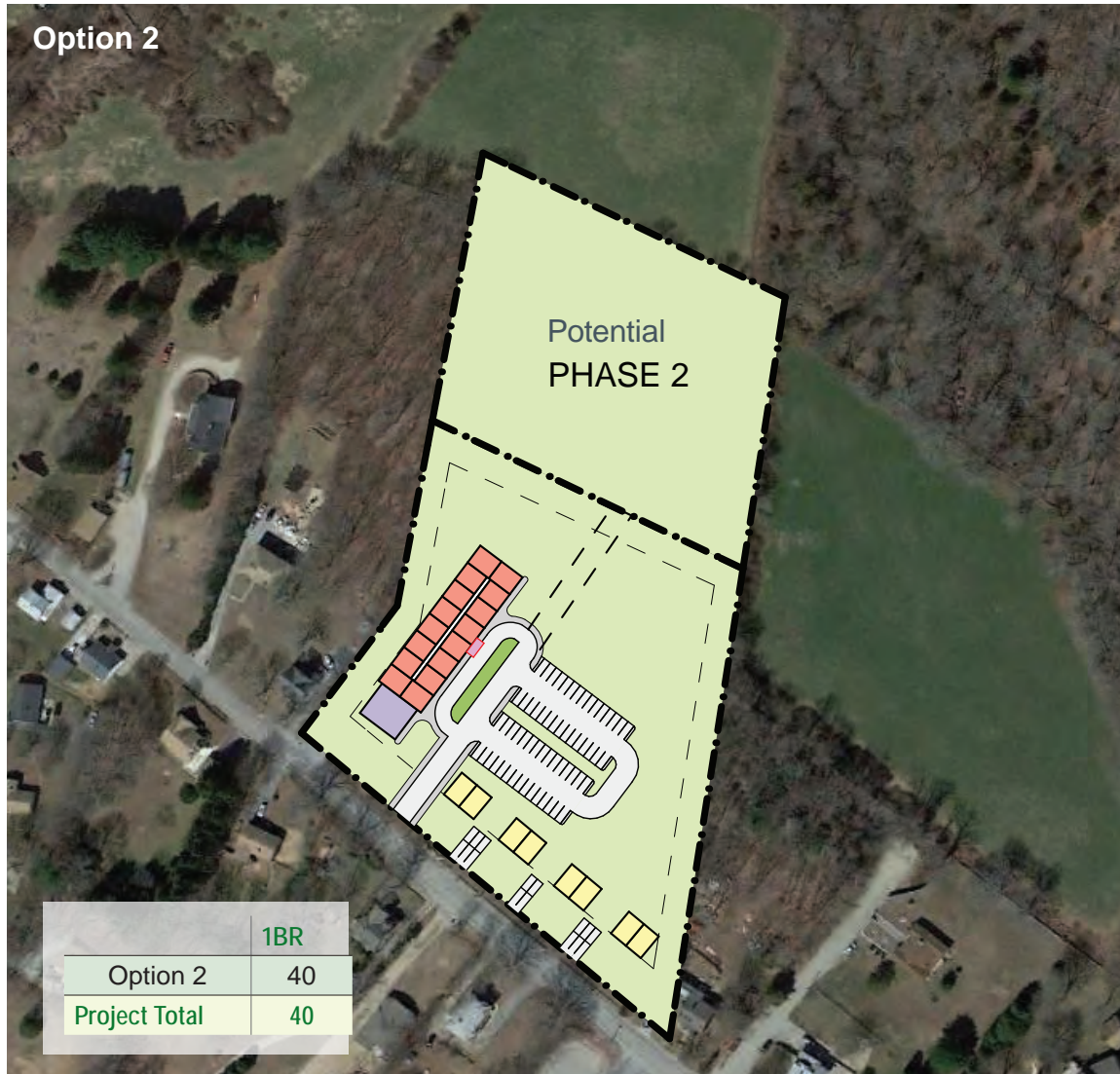
 Buildable Area

e. Redevelopment Options

Option 1: New cottage community

- New duplex cottage units with adjacent driveways.
- Six additional units.
- Quaint, 'village' feel, surrounded by woods.
- Improved street connectivity. Loop road for bus drop-off and pick-up.
- New community center.
- Several units front Taylor Hill Road to address the broader neighborhood.

Option 2



New Construction,
1BR (2 stories)

New Construction,
1BR cottages (1 story)

Community Center

Property Line

Buildable Area

Community Green

Option 2: Elevator building with cottage units

- New elevator building with community space.
- This elevator building creates better security and simplifies accessibility.
- Duplex cottage units with adjacent driveway parking, along Taylor Hill Road blend into the surrounding rural character.
- Added density to capture market potential.
- Parking is contained within the center of the site, with a drop-off in front of the elevator building.
- Community center is the focal point of the site with visibility from the street.

f. Conclusions and Next Steps

In general, redevelopment options fall into one of several categories: a) additions or modifications to existing buildings, b) adding units on undeveloped or underdeveloped portions of a site, c) selectively demolishing some of the structures and building new around the structures which were not demolished, and d) completely demolishing and rebuilding the community. The addition of accessible units can be accommodated in each of these scenarios. However, not every site lends itself to all of these options.

If redevelopment is considered for this site, the most appropriate options are likely to be similar to those shown on the preceding pages. Readers will note, however, that these options are conceptual, based on very limited information, and will certainly change based on discussions with the owner and the residents and based on additional investigation of the site.

The design team recommends that the owner consider **Option 2** as the preferred redevelopment option. This alternative is substantially more efficient to build and maintain, and also creates a more secure community. It achieves the desired density while maintaining the scale and character of the surrounding fabric at the street.

Key features of this option are:

- Complete replacement of existing units;
- Improving site accessibility and accessible routes through the community;
- Increasing the number of units from 30 to 40;
- Addition of a new community facility to serve the residents of the property;

The preferred option is only one of many possible solutions to the opportunities on this site. As referenced elsewhere in the Capital Plan, owners should work closely with the residents and with state funders to determine whether this preferred option is appropriate after further investigation. However, the Capital Plan team believes this option illustrates a good approach for the opportunities at McCluggage Manor if redevelopment of the community, rather than continuation of existing maintenance plans, makes sense.



Casa Verde Sur Redevelopment Study

Alternatives and Recommendations

Prepared for the Connecticut State Sponsored Housing Capital Plan
c/o Connecticut Housing Finance Agency (CHFA) and the Department of Housing (DOH)

Prepared by ICON architecture / Recap Real Estate Advisors

Sept 2013

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Exploring Redevelopment Options

Thinking Beyond Maintenance

Overview

The Capital Plan for the Connecticut State-Sponsored Housing Portfolio examines the investment needed to modernize and stabilize the housing portfolio. The Plan is based on Capital Needs Assessments prepared for each property, assessments which focus on maintaining the existing buildings, generally in their existing configuration, in a safe and sanitary condition. As a result, the CNAs focus on the repair and replacement needs of current building systems and finishes over a twenty year period. Built on this CNA data, the Capital Plan suggests methods to sequence and leverage the State's proposed \$300 million capital investment.

For some properties, however, good stewardship of the affordable housing portfolio may require thinking about options other than the maintenance and repair of the current structures. As part of the Capital Plan effort, twelve properties have been selected as examples to explore a broader range of options – to explore the potential for selective or total redevelopment. The Capital Plan effort will also estimate the additional cost and an alternative financial structure if the owner were to pursue a strategy beyond maintenance. Ultimately, however, each owner will identify for themselves the appropriate action plan going forward, which decision we hope will be informed by the research and recommendations in the Capital Plan and in consultation with state funding agencies. That action plan may be ongoing maintenance, comprehensive internal rehabilitation or perhaps the redevelopment of parts, or even all, of the site.

These twelve properties offer a series of ideas and strategies for thinking about redevelopment, strategies which could be applicable to additional communities within the portfolio. The Recap team, specifically ICON architecture, inc., has examined the twelve sample properties against contemporary urban planning and design practices, informed by the available market information. The team has considered each property and its neighborhood context from an urban design perspective. The team has examined opportunities for increased or decreased density, improvements to the site plan, environmental improvements (such as mitigating flood concerns), transit oriented development and greater integration with the surrounding neighborhood fabric. The team has also considered

marketability issues, including the size of the existing units, and the availability of units for individuals with physical disabilities.

Based on this analysis, the team has generated a range of ideas for improvements to the site and buildings. At one end of the range are options to upgrade the existing buildings through additions, green investments and measures to improve marketability. At the other end of the range are options such as selective demolition/reconstruction and much more comprehensive approaches involving the full redesign of both site and structures. The ideas are not definitive plans and would likely change significantly upon more in-depth discussions with the owners. Rather, the options are intended to stimulate ideas and put opportunities on the table – for the owner of the subject property or, with some extrapolation, for owners of similar sites.

Family Housing

The State-Sponsored Housing properties targeted to families are likely to be subject to significant wear and tear. In addition, they may have small or functionally obsolete units (i.e., many bedrooms with only one bathroom) or be located in places with significant market demand, or be well-located with respect to the potential for transit oriented development. On the flip side, some may be overly dense, without appropriate space for children, exercise and recreation.

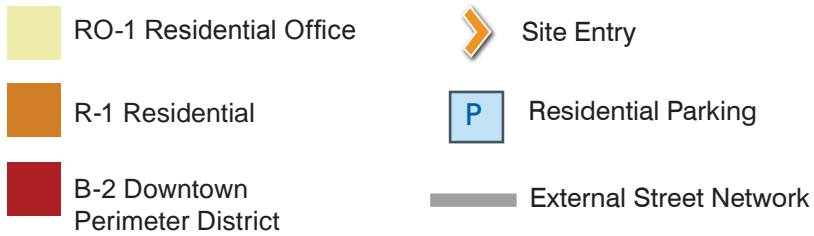
Where such conditions exist, the focus of any redesign should be on either adding to the livability and marketability of the property or on aligning the property's density and configuration to the anticipated long-term need. If the capital needs identified in the CNA amount to a significant percentage of the cost of new construction, the case for redevelopment is clearer – to direct new subsidies to create housing at contemporary standards. However, even if the property has been well maintained over the years, and the 20-year capital needs are a relatively small percentage of the cost of new construction, redesign may be appropriate to deal with issues such as small or functionally obsolete units or the chance to address anticipated future demand and opportunities.

The strategies to address these common concerns also vary. For example, in some cases, walls in a large unit could be moved to expand rooms or to create a second bathroom. In others, this approach may not be cost-effective given the construction of the original building or such a change would lose a bedroom when the demand for the size of units is real. In those cases, additions to the existing buildings or building new units elsewhere on the site might be the most appropriate strategy. The Capital Plan's architectural team has generally not had access to existing building plans in making the design recommendations, so the ideas are conceptual and, on closer investigation, may not be appropriate for the subject property.

For each of the twelve example properties, the team has offered two or three redevelopment options. Often, the options vary in the extent to which the existing structures are demolished or incorporated, at least in part, into the option design. If the existing structures are to remain, this document may provide illustrations (before and after images) of how

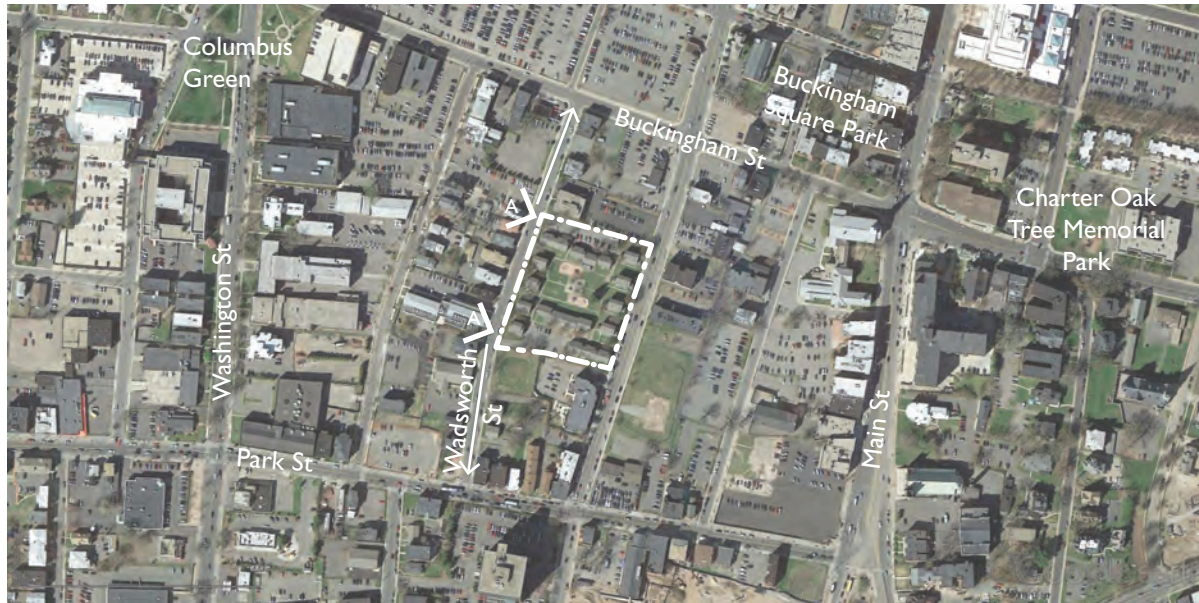
the marketability might be improved or additions incorporated into the existing architecture. The options may also vary in the number of units proposed for the site. If an owner identified nearby land that the owner either currently controls or that might be available for sale in the future, the options sometimes included that land. Some options identify the potential for future phases of development, which might increase the size of the community over time.

These redevelopment studies also include a recommended plan – the plan which, if the owner decides to do something other than maintain the existing buildings, might take best advantage of the opportunities inherent in the site. The recommendation is informed by the surrounding neighborhood fabric, by the potential to shift the site's density based on anticipated future trends and the potential to capture a larger share of the market, as indicated by the applicable property market assessment. The recommendations also consider issues such as the potential for transit-oriented development, zoning and flood plain constraints and the potential to improve the connections to the surrounding neighborhood. Finally, the recommendation incorporates contemporary affordable housing design and urban planning standards (including CHFA design standards), considering entry improvements, exterior finish upgrades (which often accompany insulation and “green” investments), and the creation of more traditional, pedestrian-friendly residential street patterns.



Casa Verde Sur

60 Wadsworth Street
Hartford, Connecticut



a. Current development summary

Located in Hartford, Connecticut, the Casa Verde Sur Housing Development is a development designed for occupancy by families that is comprised of 12 wood framed, walk-up and townhouse buildings. The building contains a total of 38 units, all of which are accessed through direct entry doors. The unit breakdown is as follows: 22 three-bedroom, 8 four-bedroom, and 8 five-bedroom units.

Located on the edge of downtown Hartford in the South Green neighborhood, Casa Verde Sur is a walkers paradise where daily errands do not

need a car. There are two vehicular access points however, located off Wadsworth Street (points A). The area is also very bikeable, with a bike score of 70 out of 100, as a reflection of the flat terrain and nearby bicycle lanes.

The most walkable grocery store is the Los Cubanitos Market at 0.11 miles, the closest outdoor place is Constitution Plaza at 0.22 miles and the nearest school is Dr. Ramon E Betances School at 0.36 miles away. Public transportation also has stops nearby to provide convenient access to employment centers.

UNIT TYPE	#	EST. SQ FT
3BR	23	700 sf
4BR	8	900 sf
5BR	8	1,100sf
Built	1981	
Site Area	2.88 acres	
Number of Buildings	12 Residential	
Number of Units	39	
Bldg. Footprint Area	30,900 SF	
Density	13.6 du / acre	
Development Type	Family	
CNA % of new construction	33.60%	
Floodplain Status	Outside 500-yr floodplain	
Walk Score	97 out of 100 (Walkers Paradise)	
Market Potential	314 units	

b. Site Conditions

Casa Verde Sur is experienced as a set of apartments surrounding an open playground and green tucked into a largely multi-family neighborhood. The site abuts the parking lots of two other apartment buildings and two thru streets.

The site is landscaped with mature lawn areas, plantings and trees. The current site layout does utilize all of the land in the parcel.

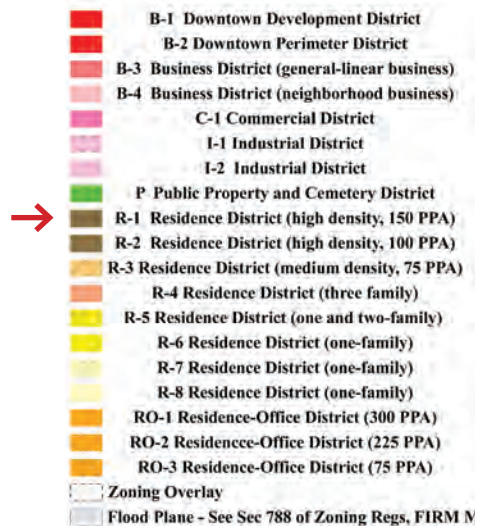
Original construction of the development dates to 1981. The multiple bedroom units work well for families. A common area has laundry, but lacks front loading washers. The local transportation system provides bus service directly to the complex and the site is very close to shops and downtown.



c. Zoning

The site is currently zoned R-1, Residence District, high density, with 150 people per acre. The purpose of the R-1 district is to provide for high density multiple family residences in desirable locations that are close to parks, commerce, and transportation amenities.

This zoning category allows up to 432 people on this site. The market study points to the possibility of as many as 314 units on the site's 2.88 acres.

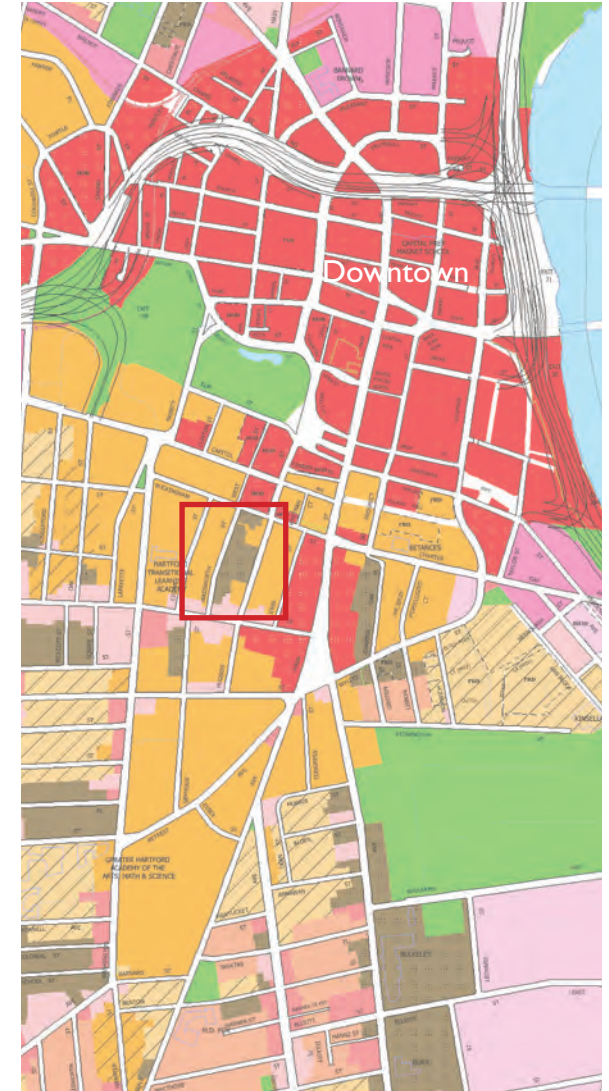


EXISTING : R-1, RESIDENCE DISTRICT

Min. Lot Area	6,000 sf
Max. Permitted Lot Coverage	30%, or up to 45% for each on site covered parking space provided for residential use
Min. Required Lot Width	50ft
Max Permitted Residential Density	150 PPA
Min. Front Yard Setback	Building Line
Min Side Yard Setback	15' & 5'
Min. Rear Yard Setback	30'
Max Height	4 stories or 40'
Minimum Floor Area	3 BR - 2,100 sf
Min. Required Usable Open Space	50sf / person

PARKING REQUIREMENTS:

1.5 spaces for every unit

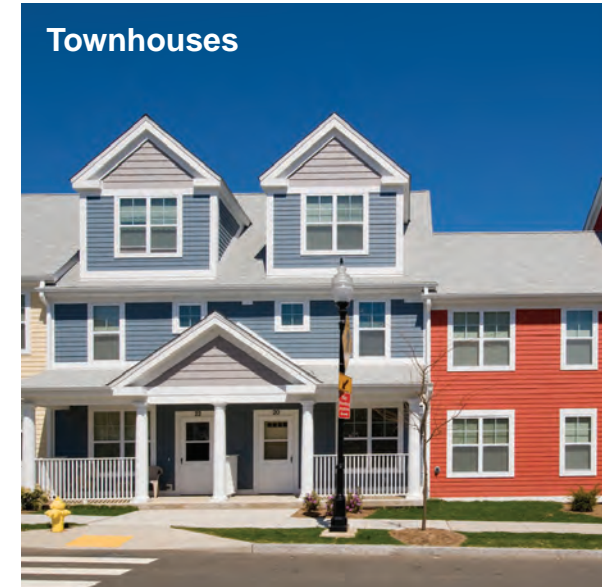


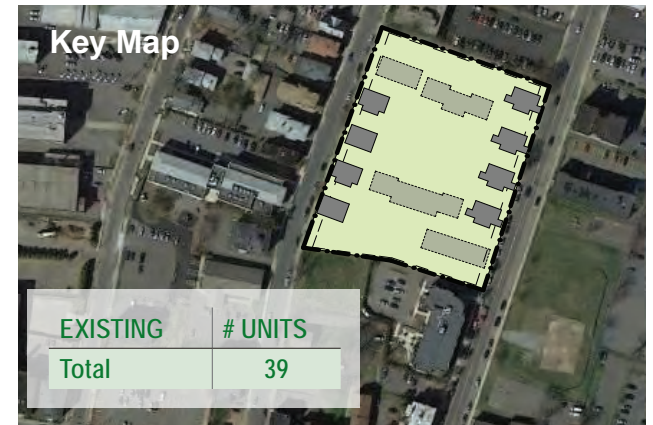
d. Reasons to Consider Redevelopment

While the property is currently functional, there are some opportunities that may trigger the owner to think more comprehensively about redevelopment:

- Unit sizes are severely below market standards.
- Units have almost no relationship to the street.
- The physical opportunity exists to redevelop the property into a much larger scale project, possibly with street retail and apartments above.
- The market potential suggests 314 units in this urban and highly visible site with ample amenities.

This property has substantial potential for complete redevelopment and increased density, along with a real need to increase unit sizes and better connect to the street. However, given the desire to explore this as a pilot for green upgrades, one of the options focuses instead on enhancing the existing development.

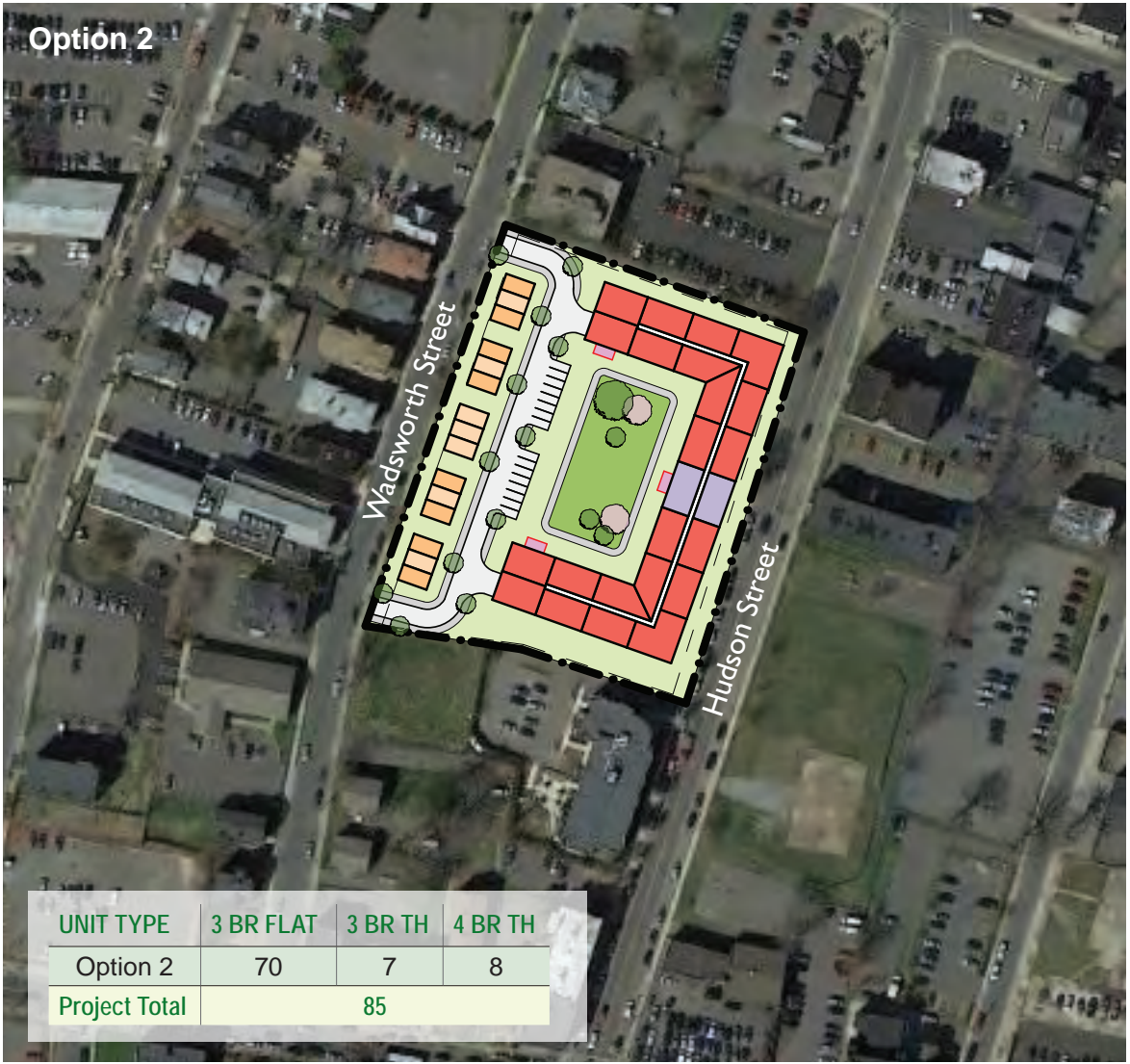




e. Redevelopment Options

Option 1: Green Retrofit with facade improvements and strategic additions

- Entrances to the street-side units are relocated to face the street. Entry canopies and stoops added at all entries.
- Substantial additions to bring units up to contemporary size standards and add additional bathrooms.
- New exterior envelope to achieve R-20 in the walls and R-38 on the roof. This includes rigid insulation on the exterior walls with new fiber-cement siding, blown-in cellulose in the wall cavity, and replacement windows with a U-value of .29 or better. The roof shingles would be replaced and laid over rigid insulation, with cellulose blown into the ceiling cavity.



Option 2: Redevelopment to increase density and meet market demand

- New 3-story elevator building with parking below
- New townhouses facing the street with private entries and private rear yards.
- Community and green space.
- Substantial increase in the number of units
- New construction provides for 10% Barrier Free units.

f. Conclusions and Next Steps

In general, redevelopment options fall into one of several categories: a) additions or modifications to existing buildings, b) adding units on undeveloped or underdeveloped portions of a site, c) selectively demolishing some of the structures and building new around the structures which were not demolished, and d) completely demolishing and rebuilding the community. The addition of accessible units can be accommodated in each of these scenarios. However, not every site lends itself to all of these options.

If redevelopment is considered for this site, the most appropriate options are likely to be similar to those shown on the preceding pages. Readers will note, however, that these options are conceptual, based on very limited information, and will certainly change based on discussions with the owner and the residents and based on additional investigation of the site.

The design team recommends that the owner consider **Option 2** as the preferred redevelopment option. This alternative properly addresses the street and responds to neighborhood fabric while providing more density and creating functional, appealing units. As with any new construction alternative, the buildings and site would be designed to be sustainable, low maintenance and energy efficient.

Key features of this option are:

- Complete replacement of existing units;
- Improving site accessibility and accessible routes through the community;
- Increasing the number of units from 39 to 85;
- Addition of a new community facility to serve the residents of the property;
- Addition of outdoor passive recreational space to serve the residents of the property.

The preferred option is only one of many possible solutions to the opportunities on this site. As referenced elsewhere in the Capital Plan, owners should work closely with the residents and with state funders to determine whether this preferred option is appropriate after further investigation. However, the Capital Plan team believes this option illustrates a good approach for the opportunities at Casa Verde if redevelopment of the community, rather than continuation of existing maintenance plans, makes sense.



Spencer Village and Extension Redevelopment Study

Alternatives and Recommendations

Prepared for the Connecticut State Sponsored Housing Capital Plan
c/o Connecticut Housing Finance Agency (CHFA) and the Department of Housing (DOH)

Prepared by ICON architecture / Recap Real Estate Advisors

Sept 2013

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Exploring Redevelopment Options

Thinking Beyond Maintenance

Overview

The Capital Plan for the Connecticut State-Sponsored Housing Portfolio examines the investment needed to modernize and stabilize the housing portfolio. The Plan is based on Capital Needs Assessments prepared for each property, assessments which focus on maintaining the existing buildings, generally in their existing configuration, in a safe and sanitary condition. As a result, the CNAs focus on the repair and replacement needs of current building systems and finishes over a twenty year period. Built on this CNA data, the Capital Plan suggests methods to sequence and leverage the State's proposed \$300 million capital investment.

For some properties, however, good stewardship of the affordable housing portfolio may require thinking about options other than the maintenance and repair of the current structures. As part of the Capital Plan effort, twelve properties have been selected as examples to explore a broader range of options – to explore the potential for selective or total redevelopment. The Capital Plan effort will also estimate the additional cost and an alternative financial structure if the owner were to pursue a strategy beyond maintenance. Ultimately, however, each owner will identify for themselves the appropriate action plan going forward, which decision we hope will be informed by the research and recommendations in the Capital Plan and in consultation with state funding agencies. That action plan may be ongoing maintenance, comprehensive internal rehabilitation or perhaps the redevelopment of parts, or even all, of the site.

These twelve properties offer a series of ideas and strategies for thinking about redevelopment, strategies which could be applicable to additional communities within the portfolio. The Recap team, specifically ICON architecture, inc., has examined the twelve sample properties against contemporary urban planning and design practices, informed by the available market information. The team has considered each property and its neighborhood context from an urban design perspective. The team has examined opportunities for increased or decreased density, improvements to the site plan, environmental improvements (such as mitigating flood concerns), transit oriented development and greater integration with the surrounding neighborhood fabric. The team has also considered

marketability issues, including the size of the existing units, and the availability of units for individuals with physical disabilities.

Based on this analysis, the team has generated a range of ideas for improvements to the site and buildings. At one end of the range are options to upgrade the existing buildings through additions, green investments and measures to improve marketability. At the other end of the range are options such as selective demolition/reconstruction and much more comprehensive approaches involving the full redesign of both site and structures. The ideas are not definitive plans and would likely change significantly upon more in-depth discussions with the owners. Rather, the options are intended to stimulate ideas and put opportunities on the table – for the owner of the subject property or, with some extrapolation, for owners of similar sites.

Senior Housing

The State-Sponsored Housing properties targeted to seniors and those with disabilities generally suffer less wear and tear than family housing developments. On the other hand, many of these developments offer only efficiency apartments or small one-bedroom apartments, which are now generally considered to be functionally obsolete. In many cases, these small units are difficult to market, notwithstanding their affordability.

Where such conditions exist, the focus of any redesign should be on either adding to the livability and marketability of the property or on additional units to capture a growing demand for affordable senior housing options. If the capital needs identified in the CNA amount to a significant percentage of the cost of new construction, the case for redevelopment is clearer – to direct new subsidies to create housing at contemporary standards. However, even if the property has been well maintained over the years, and the 20-year capital needs are a relatively small percentage of the cost of new construction, redesign may be appropriate to deal with issues such as small unit sizes, senior housing in second-floor walkup units (without elevators), or significant opportunities for higher density.

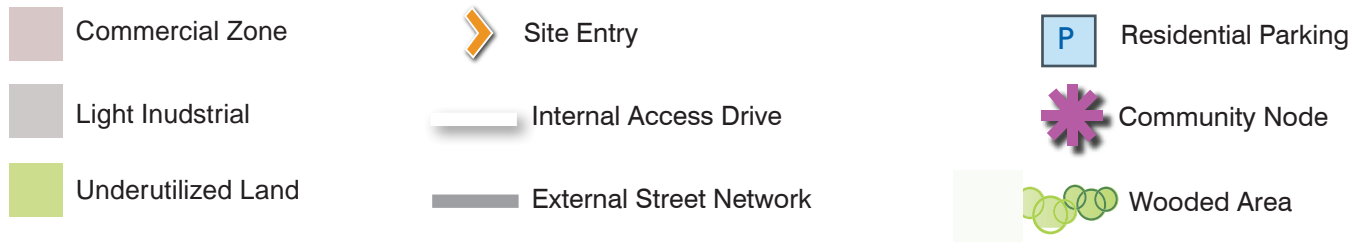
The strategies to address these common concerns also vary. For example, in some cases, two efficiency units could be combined into a single one-bedroom unit. In others, this approach may not be cost-effective given the construction of the original building, or there would be significant concerns regarding the loss of units. In those cases, additions to the existing buildings or building new units elsewhere on the site might be the most appropriate strategy. The Capital Plan's architectural team has generally not had access to existing building plans in making the design recommendations, so the ideas are conceptual and, on closer investigation, may not be appropriate for the subject property.

For each of the twelve example properties, the team has offered two or three redevelopment options. Often, the options vary in the extent to which the existing structures are demolished or incorporated, at least in part, into the option design. If the existing structures are to remain, this document may provide illustrations (before and after images) of how the marketability might be improved or additions incorporated into the existing architecture. The options may also vary in the number of units

proposed for the site. If an owner identified nearby land that the owner either currently controls or that might be available for sale in the future, the options sometimes included that land. Some options identify the potential for future phases of development, which might increase the size of the community over time.

These redevelopment studies also include a recommended plan – the plan which, if the owner decides to do something other than maintain the existing buildings, might take best advantage of the opportunities inherent in the site. The recommendation is informed by the surrounding neighborhood fabric, by the potential to shift the site's density based on anticipated future trends and the potential to capture a larger share of the market, as indicated by the applicable property market assessment. The recommendations also consider issues such as the potential for transit-oriented development, zoning and flood plain constraints and the potential to improve the connections to the surrounding neighborhood. Finally, the recommendation incorporates contemporary affordable housing design and urban planning standards (including CHFA design standards), considering entry improvements, exterior finish upgrades (which often accompany insulation and “green” investments), and the creation of more traditional, pedestrian-friendly residential street patterns.

Please note that these recommendations are conceptual only, and are intended to raise possibilities and identify opportunities for further study. They are made with only limited information on the existing properties and attempt to incorporate consideration of livability, amenities, sustainability, and the neighborhood and community context.



Spencer Village and Extension

26-50 Pascal Lane

Manchester, Connecticut 06040



a. Current development summary

Located in Manchester, Connecticut, the Spencer Village and Extension Housing Development is comprised of 80 units of senior housing, comprised of one and two-story buildings containing one bedroom flats. A common community center containing a community room, public laundry as well as a restroom is also present on the property. There is potential for a new community center, selective demolition and a phased, total redevelopment plan.

Located in a suburban commercial strip, Spencer Village is a car dependent neighborhood, where most daily errands require the use of a vehicle. There is only one vehicular access point to the development, located off Spencer Street (point A). For the healthier residents, the site is somewhat walkable for 'daily needs' shopping opportunities. Although the commercial strip fronting Spencer St. is just a couple hundred feet away pedestrian access to the closest restaurant, coffee shop, and grocery store is difficult. Yet, the nearby intersection of Interstates 84 and 384 provide convenient access to employment centers.

UNIT TYPE	1 BR
	80
Estimated Average SF	396
Built	1977 (40 units), 1981 (40 units)
Site Area	6.3 acres
Number of Buildings	15 Residential:11 (1) Story 4 (2) Story
Number of Units	80
Bldg. Footprint Area	30,900 SF
Density	11.56 du / acre
Development Type	Senior/Disabled
CNA % of new construction	19.20%
Floodplain Status	Outside 500-yr floodplain
Walkscore	49 out of 100 (Car Dependent)
Market Potential	80 units

b. Site Conditions

Spencer Village is experienced as a set of small structures surrounding a green tucked behind a shopping center. The site abuts a major road just before directly intersecting a highway, a wooded area, and an industrial / distribution center. The current site layout does not utilize all of the land in the parcel.

Original construction of the development dates to 1977. The single story units work well for senior and disabled tenants. The local transportation system provides bus service directly to the community building and the site is relatively close to shops and downtown.



c. Zoning

The site is currently zoned under GB, General Business, although that category seems to be a poor fit for the site. The category does not permit the number of structures existing on the site today. With a minimum lot area of 4,000 square feet per unit, the site only allows 68 units. Although the adjacent residential development also clearly exceeds the allowed density in this zoning category.

EHD – Elderly Housing Development may be a better fit, as it supports a higher number of dwelling units on site. Requirements include a maximum density of 15 dwelling units per acre, maximum height of 40 feet and a minimum open space of 30%. This category would allow for 95 units. The market study points to the possibility of as many as 80 units on the 6.3 acres.

EXISTING : GB GENERAL BUSINESS

Min. Lot Area	4,000 sf
Min. Front Yard Setback, ft	25 ft
Frontage Percentage Min./Max	80%/100%
Min. Rear Yard Setback, ft	0 ft
Max Building Stories	4
Max Building Height	40
Lot Width Max	250 ft

PARKING REQUIREMENTS: EHD

1.25 for every 2 units, plus one for every 5 units for visitors

PROPOSED SWITCH: EHD, ELDERLY HOUSING DEVELOPMENT

Min Lot Area	2 acre
Max Density	15 dwelling units per acre
Max Lot Coverage	30%
Max Building Height	40 ft
Front Yard Setback	60 ft
Side Yard Setback:	
both facing walls contain a window	50 ft
1 facing wall contains a window	30 ft
no facing walls contain a window	15 ft
Recreation Space	Such recreation area shall contain at least 150 square feet of lot area for each unit proposed
Max Wall Length	100 ft
Max Wing Length	300 ft

d. Reasons to Consider Redevelopment

While the property is currently functional, there are some opportunities that may trigger the owner to think more comprehensively about redevelopment:


- There are problems with the buildings' orientation; unit backs face other unit fronts.
- Two story walk-up units do not work well for this population.
- There is inadequate parking proximate to units.
- Deterioration of paved surfaces with little or no sidewalks.
- Interior finishes exhibit age-related wear.
- This development feels somewhat isolated from the surrounding community. While there are no physical barriers to connection there isn't a feeling of ownership over the outdoor space.
- The unit sizes are well below current design standards and the unit mix does not address current need.
- The community center and laundry facility are not accessible.


The primary focus of the options proposed is to create an accessible community that is more functional for this population. In this case, new construction seems to be the most efficient means for addressing the current site and unit challenges.



Option 1




 New Construction,
1 BR (3 stories)

 Community Green

 New Construction,
1BR flat

 Community Center

 Property Line

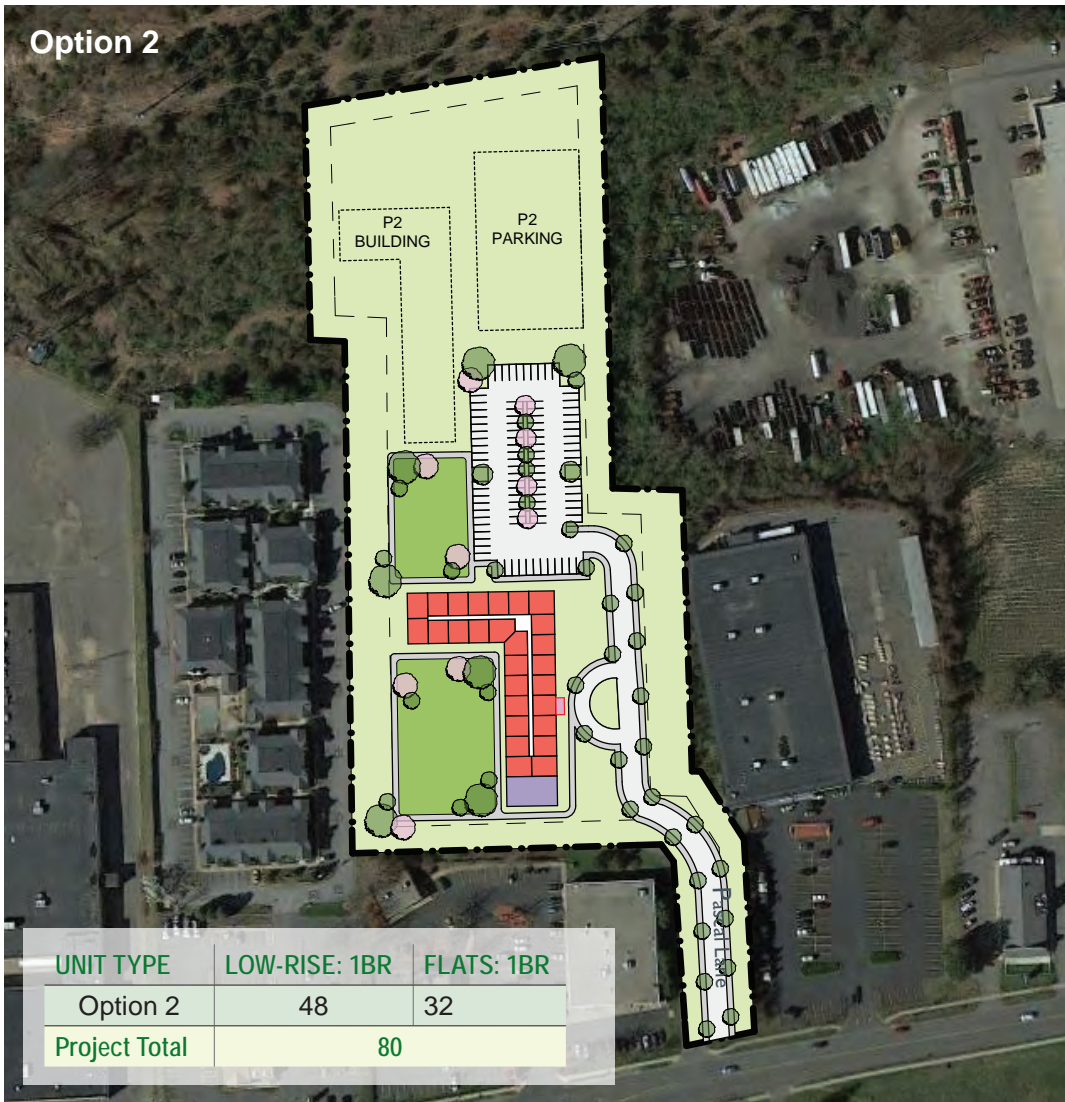
 Existing Building to be
removed


e. Redevelopment Options

Option 1: New duplex cottage community with elevator building

- Cottage units front a street with private entries, rear yards, and parking immediately adjacent to the units.
- No walk ups.
- Elevator building provides accessibility to all flats.
- All units face a loop road with central green.
- Inclusion of community open space.
- Maximum site utilization.
- New community building.
- Construction of 10% Barrier Free units.

Option 2





 New Construction,
1 BR (3 stories)

 New Construction,
1BR flat

 Property Line

 Community Green

 Community Center

 Existing Building to be
removed

Option 2: Elevator building

- Three story elevator building with a combination of one and two bedroom units, plus a new community center.
- A drop-off is located at the entry to the new building, while parking is located behind the building.
- A large courtyard and side gardens support outdoor community gathering.
- Ability to phase development, and create additional units and parking on the undeveloped land, at a future date.
- Construction of 10% Barrier Free units.

f. Conclusions and Next Steps

In general, redevelopment options fall into one of several categories: a) additions or modifications to existing buildings, b) adding units on undeveloped or underdeveloped portions of a site, c) selectively demolishing some of the structures and building new around the structures which were not demolished, and d) completely demolishing and rebuilding the community. The addition of accessible units can be accommodated in each of these scenarios. However, not every site lends itself to all of these options.

If redevelopment is considered for this site, the most appropriate options are likely to be similar to those shown on the preceding pages. Readers will note, however, that these options are conceptual, based on very limited information, and will certainly change based on discussions with the owner and the residents and based on additional investigation of the site.

The design team recommends that the owner consider **Option 2** as the preferred redevelopment option. This alternative is substantially more efficient to build, while preserving a large portion of the site for open space and future additional units. This building type also offers greater security and a stronger sense of community.

Key features of this option are:

- Complete replacement of existing units;
- Improving site accessibility and accessible routes through the community;
- Potential to increase the number of units from 80 to 160 with a second phase;
- Addition of a new community facility to serve the residents of the property;
- Addition of a private courtyard to serve the residents of the property.

The preferred option is only one of many possible solutions to the opportunities on this site. As referenced elsewhere in the Capital Plan, owners should work closely with the residents and with state funders to determine whether this preferred option is appropriate after further investigation. However, the Capital Plan team believes this option illustrates a good approach for the opportunities at Spencer Village if redevelopment of the community, rather than continuation of existing maintenance plans, makes sense.



Plainville Housing Redevelopment Study

Alternatives and Recommendations

Prepared for the Connecticut State Sponsored Housing Capital Plan
c/o Connecticut Housing Finance Agency (CHFA) and the Department of Housing (DOH)

Prepared by ICON architecture / Recap Real Estate Advisors

Sept 2013

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Exploring Redevelopment Options

Thinking Beyond Maintenance

Overview

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For some properties, however, good stewardship of the affordable housing portfolio may require thinking about options other than the maintenance and repair of the current structures. As part of the Capital Plan effort, twelve properties have been selected as examples to explore a broader range of options – to explore the potential for selective or total redevelopment. The Capital Plan effort will also estimate the additional cost and an alternative financial structure if the owner were to pursue a strategy beyond maintenance. Ultimately, however, each owner will identify for themselves the appropriate action plan going forward, which decision we hope will be informed by the research and recommendations in the Capital Plan and in consultation with state funding agencies. That action plan may be ongoing maintenance, comprehensive internal rehabilitation or perhaps the redevelopment of parts, or even all, of the site.

These twelve properties offer a series of ideas and strategies for thinking about redevelopment, strategies which could be applicable to additional communities within the portfolio. The Recap team, specifically ICON architecture, inc., has examined the twelve sample properties against contemporary urban planning and design practices, informed by the available market information. The team has considered each property and its neighborhood context from an urban design perspective. The team has examined opportunities for increased or decreased density, improvements to the site plan, environmental improvements (such as mitigating flood concerns), transit oriented development and greater integration with the surrounding neighborhood fabric. The team has also considered

marketability issues, including the size of the existing units, and the availability of units for individuals with physical disabilities.

Based on this analysis, the team has generated a range of ideas for improvements to the site and buildings. At one end of the range are options to upgrade the existing buildings through additions, green investments and measures to improve marketability. At the other end of the range are options such as selective demolition/reconstruction and much more comprehensive approaches involving the full redesign of both site and structures. The ideas are not definitive plans and would likely change significantly upon more in-depth discussions with the owners. Rather, the options are intended to stimulate ideas and put opportunities on the table – for the owner of the subject property or, with some extrapolation, for owners of similar sites.

Senior Housing

The State-Sponsored Housing properties targeted to seniors and those with disabilities generally suffer less wear and tear than family housing developments. On the other hand, many of these developments offer only efficiency apartments or small one-bedroom apartments, which are now generally considered to be functionally obsolete. In many cases, these small units are difficult to market, notwithstanding their affordability.

Where such conditions exist, the focus of any redesign should be on either adding to the livability and marketability of the property or on additional units to capture a growing demand for affordable senior housing options. If the capital needs identified in the CNA amount to a significant percentage of the cost of new construction, the case for redevelopment is clearer – to direct new subsidies to create housing at contemporary standards. However, even if the property has been well maintained over the years, and the 20-year capital needs are a relatively small percentage of the cost of new construction, redesign may be appropriate to deal with issues such as small unit sizes, senior housing in second-floor walkup units (without elevators), or significant opportunities for higher density.

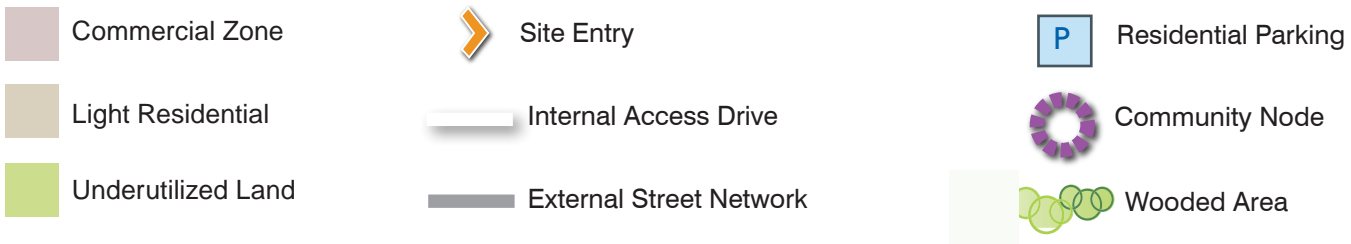
The strategies to address these common concerns also vary. For example, in some cases, two efficiency units could be combined into a single one-bedroom unit. In others, this approach may not be cost-effective given the construction of the original building, or there would be significant concerns regarding the loss of units. In those cases, additions to the existing buildings or building new units elsewhere on the site might be the most appropriate strategy. The Capital Plan's architectural team has generally not had access to existing building plans in making the design recommendations, so the ideas are conceptual and, on closer investigation, may not be appropriate for the subject property.

For each of the twelve example properties, the team has offered two or three redevelopment options. Often, the options vary in the extent to which the existing structures are demolished or incorporated, at least in part, into the option design. If the existing structures are to remain, this document may provide illustrations (before and after images) of how the marketability might be improved or additions incorporated into the existing architecture. The options may also vary in the number of units

proposed for the site. If an owner identified nearby land that the owner either currently controls or that might be available for sale in the future, the options sometimes included that land. Some options identify the potential for future phases of development, which might increase the size of the community over time.

These redevelopment studies also include a recommended plan – the plan which, if the owner decides to do something other than maintain the existing buildings, might take best advantage of the opportunities inherent in the site. The recommendation is informed by the surrounding neighborhood fabric, by the potential to shift the site's density based on anticipated future trends and the potential to capture a larger share of the market, as indicated by the applicable property market assessment. The recommendations also consider issues such as the potential for transit-oriented development, zoning and flood plain constraints and the potential to improve the connections to the surrounding neighborhood. Finally, the recommendation incorporates contemporary affordable housing design and urban planning standards (including CHFA design standards), considering entry improvements, exterior finish upgrades (which often accompany insulation and “green” investments), and the creation of more traditional, pedestrian-friendly residential street patterns.

Please note that these recommendations are conceptual only, and are intended to raise possibilities and identify opportunities for further study. They are made with only limited information on the existing properties and attempt to incorporate consideration of livability, amenities, sustainability, and the neighborhood and community context.



Plainville Housing Development

234 East Street
Plainville, Connecticut



a. Current development summary

The Plainville Housing Authority has three developments in close proximity, Center View Manor, Woodmoor Village and Sunset Village.

Center View Manor and Woodmoor Village are two separate Elderly Housing complexes sharing a single parcel at 234 East Street, Plainville, CT. Center View is a 30 unit vinyl-clad, ranch-style complex divided into three 10-unit buildings, while Woodmoor is a 50 unit complex of mostly 4-unit brick and wood-faced pods. Built in 1978, Center View Manor is the newer of the two, while Woodmoor was constructed in 1972.

Sunset Village is a residential development for seniors and the disabled that is comprised of 6 residential buildings and one community building. The development includes 24 efficiency/studio units and 16 one-bedroom units. There are no handicap accessible unit layouts at this development

These developments are somewhat walkable with some errands being able to be accomplished on foot. There is one vehicular entry point to the entire development, located off East Street (point A).

UNIT TYPE	SUNSET VILLAGE	CENTER VIEW MANOR	WOODMOOR VILLAGE
Studios	24	0	38
1 BR	16	27	12
1 BR (ADA)	0	3	0
Built	1965	1978	1972
Site Area	2.4 acres	2.2 acres	4.1 acres
Number of Buildings	6	3	13
Community Rm / (Laundry)	Yes / (no)	No / (yes)	No / (yes)
Number of Units	40	30	50
Bldg. Footprint	33,600 SF	18,300 SF	26,500 SF
Density	16.6 du / acre	13.6 du / acre	12.2 du / acre
FAR	0.31	0.19	0.14
Development Type	Senior / Disabled		
CNA % new construction	44%		
Floodplain Status	Outside 500-yr floodplain		
Walk Score	57 out of 100 (Somewhat Walkable)		
Market Potential	150 units		

b. Site Conditions

Plainville is experienced as two separate complexes accessed off the town's primary commercial strip. Much of the immediate area is a mix of small businesses, retail, restaurants and medical offices interspersed with housing and some light industrial. However, the town center is just over a mile north with shopping opportunities.

The site most directly abuts several residential neighborhoods and a wooded area, some of which is recommended for "preservation" due to the Quinnipiac River. An additional parcel has been flagged for potential redevelopment in this area. The current site layout does otherwise utilize the existing parcels.



c. Zoning

The site is currently zoned R Multi Family, although that category seems to be a poor fit for the site. 8,700sq ft of land area required per family, the code only allows 75 families on site. The new parcel is zoned R-11, with an even greater lot minimum, at 11,000sq ft per unit.

However, the town's zoning code allows for an affordable housing density increase of 30%, as long as there are no more than 4 units in a building, the designers consider passive solar energy techniques and set aside 20% open space.

EXISTING : R-6 MULTI-FAMILY

Min. Lot Area, SF	8,750
Min. Lot Frontage, ft	70'
Min. Front Yard Setback, ft	24'
Min Side Yard Setback ,ft.	10 each
Min. Rear Year Setback, ft.	20'
Max Height, ft	30'
Max Stories	2
Min Unit Size	400sq ft 1 BR + 120sq ft per BR
FAR	N/A
Minimum Open Space	20%

PARKING REQUIREMENTS:

All	2 spaces per dwelling unit
-----	----------------------------

PROPOSED SWITCH: RR-6 MULTI FAMILY WITH AFFORDABLE HOUSING DENSITY BOOST

Maximum Density Increase	30%
Minimum Density Increase	15%
Max Building Height	30' or 2 stories
Maximum dwelling units in a building	4
Parking setback from property line	50'
Minimum open space	20%
Building Separation	15'

AFFORDABLE PARKING REQUIREMENTS:

Per Dwelling Unit	2 spaces per dwelling unit
Visitor	1 for every 10 units

*Minimum 25' between street centerline and each parking space

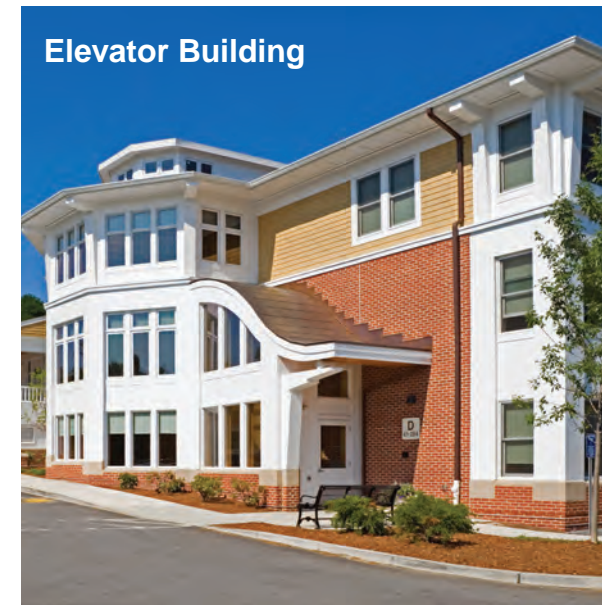
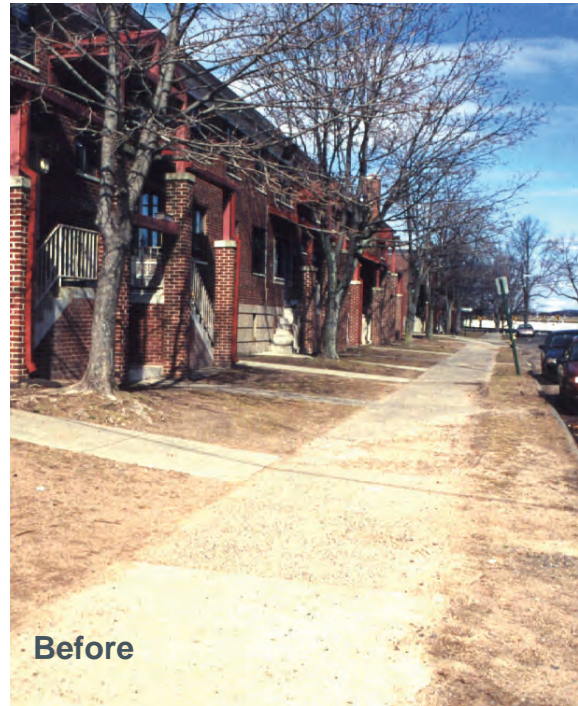
d. Reasons to Consider Redevelopment

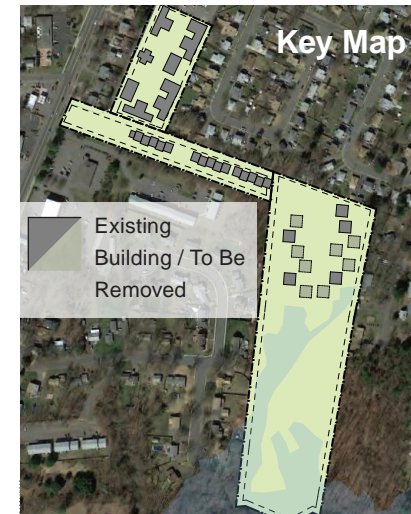
While the property is currently functional, there are some opportunities that may trigger the owner to think more comprehensively about redevelopment:

- Unit sizes are well below market standards.
- There are very few accessible units.
- A potential market capture for 150 units.
- Age of property - Original construction of the development dates to circa 1965.
- Relatively high Capital Needs Assessment.
- Poor street connectivity and sense of community at the Woodmoor site.

The proposed options are a combination of unit upgrades and selective demolition and replacement. Our understanding is that Sunset and Center View have larger units, and from an urban design perspective, a better relationship to the street.

The primary focus of the options proposed is to connect the units to a street and parking so that they are more functional and have a better sense of community. The options also emphasize bringing unit sizes up to contemporary standards and providing for accessibility.



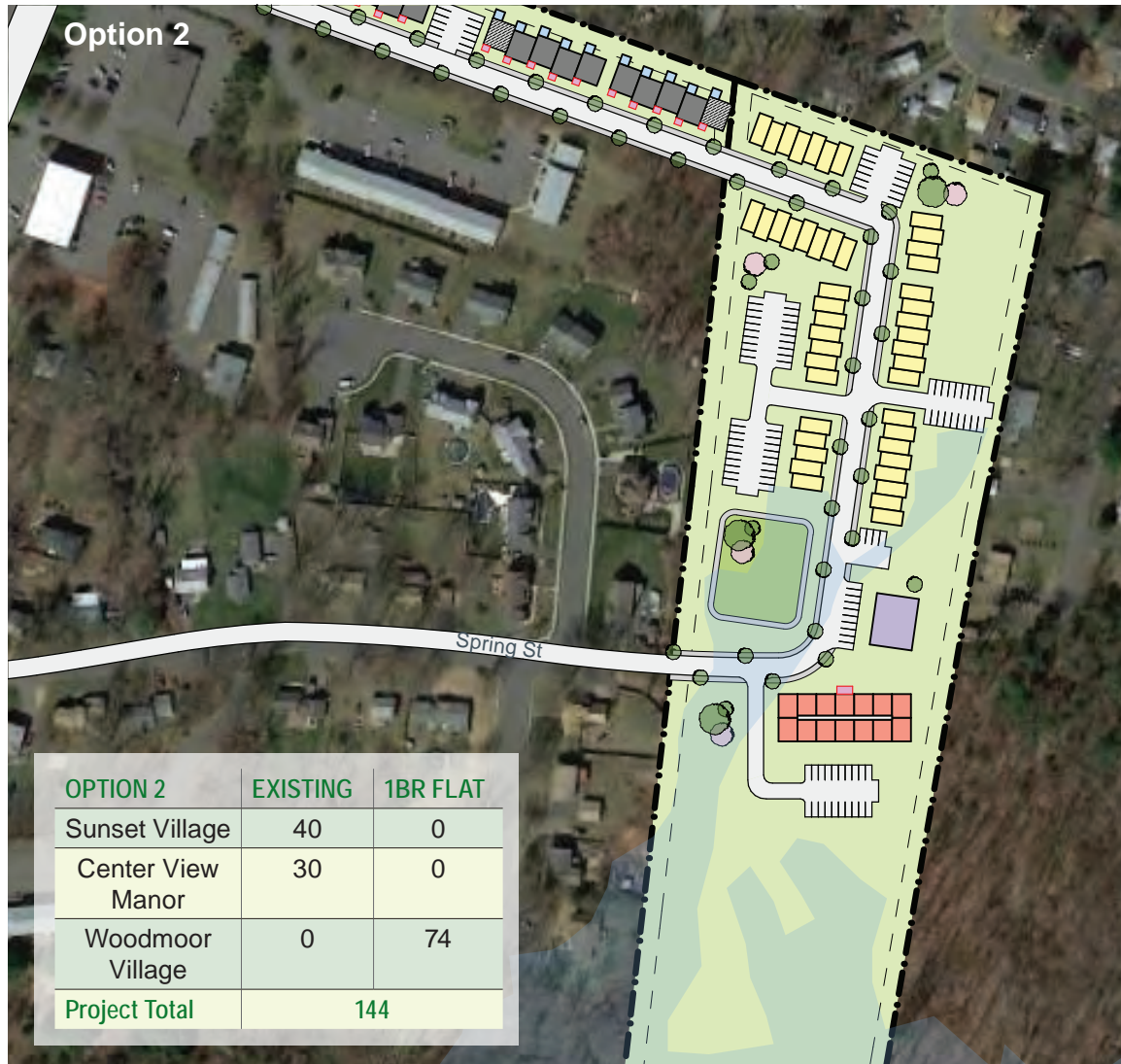


EXISTING	# UNITS
Total	120


e. Redevelopment Options

Option 1: Selective demolition and replacement at Woodmoor


- Enhances the existing structures in Sunset Village and Center View Manor with new, strategic additions to expand unit size and facade upgrades.
- A new community center is located right off of East Street at the development's entry.
- Woodmoor Village is reimagined with selective new construction and demolition to create a better connection to the street.
- Potential for a through street connecting to the adjacent parcel is created.
- Land designated on the "Locational Guide" map from the "Conservation and Development Policies Plan for Connecticut" has been preserved. This area relates to the Quinnipiac River south of the site.
- Each cottage style unit has parking in front.



 New Construction, 1BR flat


 Community Center


 Community Green

 New Construction, two stories

 Facade Upgrades

 Property Line

 Buildable Area

 Adapted Accessible Unit

Option 2: Replace Woodmoor entirely and expand into adjacent parcel

- Enhances the existing structures in Sunset Village and Center View Manor, but provides an entirely new site plan for Woodmoor Village.
- Emphasizing the relationship between buildings, a new street winds through the site and connects to Spring Street through an existing easement.
- Development includes a combination of cottage style units and an elevator building, which can easily provide accessible units.
- New community building as focal point when approaching from Spring Street.
- A community green is added near this new connection, in the area marked for preservation by the "Locational Guide" map from the "Conservation and Development Policies Plan for Connecticut". This wetland area relates to the Quinnipiac River.

f. Conclusions and Next Steps

In general, redevelopment options fall into one of several categories: a) additions or modifications to existing buildings, b) adding units on undeveloped or underdeveloped portions of a site, c) selectively demolishing some of the structures and building new around the structures which were not demolished, and d) completely demolishing and rebuilding the community. The addition of accessible units can be accommodated in each of these scenarios. However, not every site lends itself to all of these options.

If redevelopment is considered for this site, the most appropriate options are likely to be similar to those shown on the preceding pages. Readers will note, however, that these options are conceptual, based on very limited information, and will certainly change based on discussions with the owner and the residents and based on additional investigation of the site.

The design team recommends that the owner consider **Option 2** as the preferred redevelopment option. This alternative maximizes the additional land on the site while increasing unit count and providing a community building at the Woodmoor portion of the site. Phased properly, the elevator building could provide relocation housing prior to demolition and replacement on the existing Woodmoor parcel.

Key features of this option are:

- Preservation of ten of the existing buildings, sustainably reusing and upgrading these structures;
- Improving site accessibility and accessible routes through the community;
- Increasing the number of units from 120 to 144;
- Addition of a new community facility to serve the residents of the property;
- Addition of outdoor passive recreational space to serve the residents of the property.

The preferred option is only one of many possible solutions to the opportunities on this site. As referenced elsewhere in the Capital Plan, owners should work closely with the residents and with state funders to determine whether this preferred option is appropriate after further investigation. However, the Capital Plan team believes this option illustrates a good approach for the opportunities at Plainville Housing if redevelopment of the community, rather than continuation of existing maintenance plans, makes sense.



Smith Acres Redevelopment Study

Alternatives and Recommendations

Prepared for the Connecticut State Sponsored Housing Capital Plan
c/o Connecticut Housing Finance Agency (CHFA) and the Department of Housing (DOH)

Prepared by ICON architecture / Recap Real Estate Advisors

Sept 2013

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Exploring Redevelopment Options

Thinking Beyond Maintenance

Overview

The Capital Plan for the Connecticut State-Sponsored Housing Portfolio examines the investment needed to modernize and stabilize the housing portfolio. The Plan is based on Capital Needs Assessments prepared for each property, assessments which focus on maintaining the existing buildings, generally in their existing configuration, in a safe and sanitary condition. As a result, the CNAs focus on the repair and replacement needs of current building systems and finishes over a twenty year period. Built on this CNA data, the Capital Plan suggests methods to sequence and leverage the State's proposed \$300 million capital investment.

For some properties, however, good stewardship of the affordable housing portfolio may require thinking about options other than the maintenance and repair of the current structures. As part of the Capital Plan effort, twelve properties have been selected as examples to explore a broader range of options – to explore the potential for selective or total redevelopment. The Capital Plan effort will also estimate the additional cost and an alternative financial structure if the owner were to pursue a strategy beyond maintenance. Ultimately, however, each owner will identify for themselves the appropriate action plan going forward, which decision we hope will be informed by the research and recommendations in the Capital Plan and in consultation with state funding agencies. That action plan may be ongoing maintenance, comprehensive internal rehabilitation or perhaps the redevelopment of parts, or even all, of the site.

These twelve properties offer a series of ideas and strategies for thinking about redevelopment, strategies which could be applicable to additional communities within the portfolio. The Recap team, specifically ICON architecture, inc., has examined the twelve sample properties against contemporary urban planning and design practices, informed by the available market information. The team has considered each property and its neighborhood context from an urban design perspective. The team has examined opportunities for increased or decreased density, improvements to the site plan, environmental improvements (such as mitigating flood concerns), transit oriented development and greater integration with

the surrounding neighborhood fabric. The team has also considered marketability issues, including the size of the existing units, and the availability of units for individuals with physical disabilities.

Based on this analysis, the team has generated a range of ideas for improvements to the site and buildings. At one end of the range are options to upgrade the existing buildings through additions, green investments and measures to improve marketability. At the other end of the range are options such as selective demolition/reconstruction and much more comprehensive approaches involving the full redesign of both site and structures. The ideas are not definitive plans and would likely change significantly upon more in-depth discussions with the owners. Rather, the options are intended to stimulate ideas and put opportunities on the table – for the owner of the subject property or, with some extrapolation, for owners of similar sites.

Family Housing

The State-Sponsored Housing properties targeted to families are likely to be subject to significant wear and tear. In addition, they may have small or functionally obsolete units (i.e., many bedrooms with only one bathroom) or be located in places with significant market demand, or be well-located with respect to the potential for transit oriented development. On the flip side, some may be overly dense, without appropriate space for children, exercise and recreation.

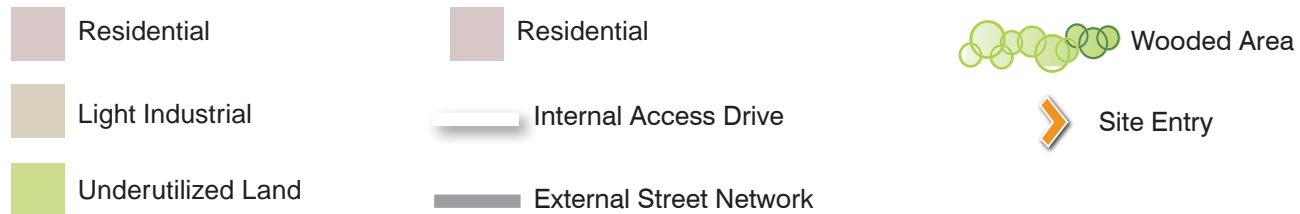
Where such conditions exist, the focus of any redesign should be on either adding to the livability and marketability of the property or on aligning the property's density and configuration to the anticipated long-term need. If the capital needs identified in the CNA amount to a significant percentage of the cost of new construction, the case for redevelopment is clearer – to direct new subsidies to create housing at contemporary standards. However, even if the property has been well maintained over the years, and the 20-year capital needs are a relatively small percentage of the cost of new construction, redesign may be appropriate to deal with issues such as small or functionally obsolete units or the chance to address anticipated future demand and opportunities.

The strategies to address these common concerns also vary. For example, in some cases, walls in a large unit could be moved to expand rooms or to create a second bathroom. In others, this approach may not be cost-effective given the construction of the original building or such a change would lose a bedroom when the demand for the size of units is real. In those cases, additions to the existing buildings or building new units elsewhere on the site might be the most appropriate strategy. The Capital Plan's architectural team has generally not had access to existing building plans in making the design recommendations, so the ideas are conceptual and, on closer investigation, may not be appropriate for the subject property.

For each of the twelve example properties, the team has offered two or three redevelopment options. Often, the options vary in the extent to which the existing structures are demolished or incorporated, at least in part, into the option design. If the existing structures are to remain, this document may provide illustrations (before and after images) of how

the marketability might be improved or additions incorporated into the existing architecture. The options may also vary in the number of units proposed for the site. If an owner identified nearby land that the owner either currently controls or that might be available for sale in the future, the options sometimes included that land. Some options identify the potential for future phases of development, which might increase the size of the community over time.

These redevelopment studies also include a recommended plan – the plan which, if the owner decides to do something other than maintain the existing buildings, might take best advantage of the opportunities inherent in the site. The recommendation is informed by the surrounding neighborhood fabric, by the potential to shift the site's density based on anticipated future trends and the potential to capture a larger share of the market, as indicated by the applicable property market assessment. The recommendations also consider issues such as the potential for transit-oriented development, zoning and flood plain constraints and the potential to improve the connections to the surrounding neighborhood. Finally, the recommendation incorporates contemporary affordable housing design and urban planning standards (including CHFA design standards), considering entry improvements, exterior finish upgrades (which often accompany insulation and “green” investments), and the creation of more traditional, pedestrian-friendly residential street patterns.



Smith Acres

23 Chamberlain Road
Seymour, Connecticut



a. Current development summary

Located at 23 Chamberlain Road, Seymour Connecticut, the Smith Acres and Smith Acres Extension Housing Development is a residential development for families that is comprised of 15 residential buildings; 5 single-story single-family buildings, 6 two-story single-family buildings, and 4 two-story duplex buildings. The development includes 13 two-bedroom units and 6 three-bedroom units. Smith Acres Extension is a residential development for families that is comprised of 13 two-story residential duplex buildings. The development includes 26 three-

bedroom units.

Located at the edge of the small town of Seymour, Smith Acres is a car dependent development isolated from 'daily needs' shopping opportunities within walking distance. There is one vehicular entry point to the development, located off Walnut Street (point A).

The most walkable coffee shop is Tea with Tracy at 0.80 miles and the closest grocery store is Seymour Farmers Market at 0.73 miles away.

UNIT TYPE	SMITH ACRES	SMITH ACRES EXTENSION
SF Flat	5	0
SF Duplex	6	0
Multi-Family Duplex	4	13
Built	1950	1953
Site Area	4.11 acres	3.8 acres
Number of Buildings	15	13
Number of Units	19	26
Bldg. Footprint	16,500 SF	18,356 SF
Density	4.6 du / acre	6.8 du / acre
FAR	0.09	0.10
Development Type	Family	
CNA % new construction	37.10%	
Floodplain Status	Outside 500-yr floodplain	
Walk Score	28 out of 100 (Car Dependent)	
Market Potential	86 units	

b. Site Conditions

Smith Acres is currently experienced as a series of clustered housing, on a terraced landscape, due to challenging topography. The units closest to Walnut Street all visually relate, as do the units within Smith Acres Extension, at the northern terminus of the site. The site abuts two single family neighborhoods, an industrial / distribution center, and a wooded area. Mimicking the layout of surrounding single family houses, the current site does not utilize all of the land on each housing parcel, leaving some room for future development.

There is no community center. There are no fully accessible units in the development.



c. Zoning

The site is currently zoned R-18 Residential District. The category does not permit the number of structures existing on the site today. With a required 18,000 sq ft minimum per dwelling unit, the code only allows 19 units on site.

A better fit, to allow a number of units closer to the market study's suggestion of 86 units, might be the 'Three and Four Family Dwellings' category. Intended to be located in areas containing mixed housing types, this zone permits a 10,000 sq ft lot area per unit, allowing 62 total units. Two parking spaces are required per dwelling, along with 500 ft of usable (deck, patio, or balcony) outdoor space. The setbacks equal those in the R-18 category.

EXISTING : R-6 MULTI-FAMILY

Min. Lot Area, SF	18,000
Min. Lot Frontage, ft	120
Min. Lot Width, ft	120
Min. Lot Square, ft	120
Min. Front Yard, Setback, ft	25
Min. Side Yard Setback, ft	15
Min. Rear Yard Setback, ft	30
Min Lot Coverage, %	15
Max. Bldg. Height, ft.	35
Principal Bldgs./Lot	1

PARKING REQUIREMENTS:

All	2 spaces per dwelling unit
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PROPOSED SWITCH: THREE AND FOUR FAMILY DWELLING UNITS

Min Lot Area	10,000 sf
Deductible Land Area	wetlands, slope of more than 20%, easements
Usable Outdoor Space	500' minimum, any area of the front yard may not be considered
Setbacks	Equal to or greater than R-18 district
Screening	6' planted strip abutting any single family dwelling

PARKING REQUIREMENTS:

Per Dwelling Unit	2 off-street spaces per dwelling unit
-------------------	---------------------------------------

d. Reasons to Consider Redevelopment

While the property is currently functional, there are some opportunities that may trigger the owner to think more comprehensively about redevelopment:

- There are no handicap accessible units at this property. Due to the development's age and design, full conversion to comply with accessible guidelines may not be feasible.
- A potential market capture for 86 units.
- The basements have flooding issues.
- Deferred maintenance
- Age of property - Original construction of the development dates to circa 1950.

Both options presented here build upon the existing site layout which has a strong relationship to the street and decently sized units. The primary goal is to enhance the unit's facades and entries, add modest square footage and increase the number of units to capture the suggested market potential.



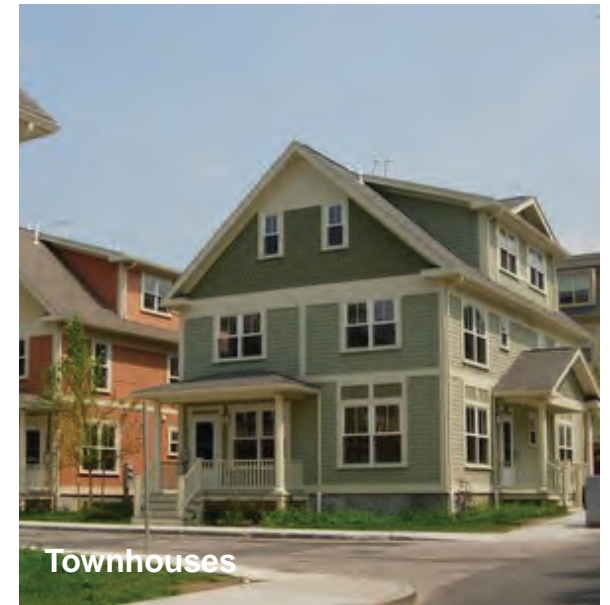
Before



After






Townhouses and Flats



Townhouses





-  New Construction, 3 BR townhouse
-  New Construction, two 2BR townhouses over a 2BR Flat

 Adapted Accessible Unit

 Unit Size Increase

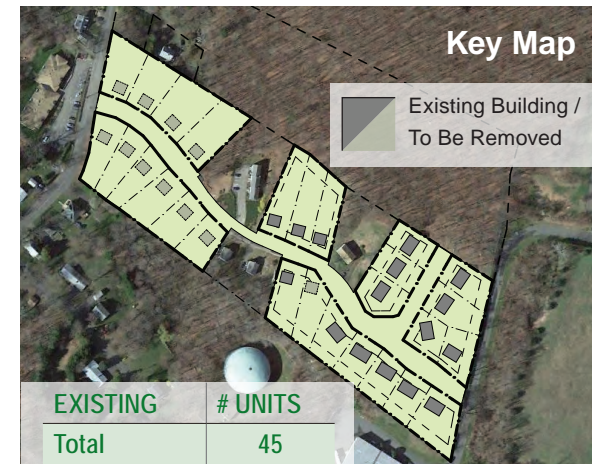
 Facade Upgrades

 Community Center

 Community Green

 Property Line

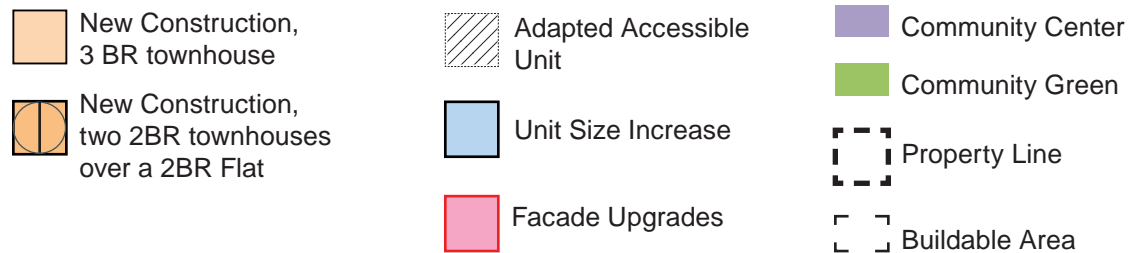
 Buildable Area



e. Redevelopment Options

Option 1: Selective demolition and replacement.

- Maintains a relationship with the abutting single family neighborhood by orienting townhomes to face Walnut Street.
- Each townhouse has parking tucked behind the unit.
- Connects Walnut Street through to Progress Lane, to enhance connectivity.
- A new community center is placed in a central location to these low-rise buildings.
- New construction provides 10% accessible units.
- Facade improvements and unit upgrades are planned for units in the Smith Acres Extension.



Option 2: Townhome development on adjacent parcel

- Increases density by constructing 2 bedroom townhouses over two bedroom flats and three bedroom townhomes entirely on the new site.
- A new community building is placed near the entry, but within the neighborhood, with its own parking.
- Parking for each unit is on-street.
- All of the existing structures are upgraded strategically.
- A new street connects to both the existing road and to the other neighborhoods through Progress Lane.

f. Conclusions and Next Steps

In general, redevelopment options fall into one of several categories: a) additions or modifications to existing buildings, b) adding units on undeveloped or underdeveloped portions of a site, c) selectively demolishing some of the structures and building new around the structures which were not demolished, and d) completely demolishing and rebuilding the community. The addition of accessible units can be accommodated in each of these scenarios. However, not every site lends itself to all of these options.

If redevelopment is considered for this site, the most appropriate options are likely to be similar to those shown on the preceding pages. Readers will note, however, that these options are conceptual, based on very limited information, and will certainly change based on discussions with the owner and the residents and based on additional investigation of the site.

The design team recommends that the owner consider **Option 1** as the preferred redevelopment option. This alternative enhances the existing site, increasing the unit count and providing community space. Should the adjacent parcel to the north become available to the housing authority, future development could occur as a second phase to this option. Key features of this option are:

- Preservation of sixteen of the existing buildings, sustainably reusing and upgrading these structures;
- Improving site accessibility and accessible routes through the community;
- Increasing the number of units from 45 to 69;
- Addition of a new centrally located community facility to serve the residents of the property.

The preferred option is only one of many possible solutions to the opportunities on this site. As referenced elsewhere in the Capital Plan, owners should work closely with the residents and with state funders to determine whether this preferred option is appropriate after further investigation. However, the Capital Plan team believes this option illustrates a good approach for the opportunities at Smith Acres if redevelopment of the community, rather than continuation of existing maintenance plans, makes sense.



Old Post Village Redevelopment Study

Alternatives and Recommendations

Prepared for the Connecticut State Sponsored Housing Capital Plan
c/o Connecticut Housing Finance Agency (CHFA) and the Department of Housing (DOH)

Prepared by ICON architecture / Recap Real Estate Advisors

Sept 2013

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Exploring Redevelopment Options

Thinking Beyond Maintenance

Overview

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the surrounding neighborhood fabric. The team has also considered marketability issues, including the size of the existing units, and the availability of units for individuals with physical disabilities.

Based on this analysis, the team has generated a range of ideas for improvements to the site and buildings. At one end of the range are options to upgrade the existing buildings through additions, green investments and measures to improve marketability. At the other end of the range are options such as selective demolition/reconstruction and much more comprehensive approaches involving the full redesign of both site and structures. The ideas are not definitive plans and would likely change significantly upon more in-depth discussions with the owners. Rather, the options are intended to stimulate ideas and put opportunities on the table – for the owner of the subject property or, with some extrapolation, for owners of similar sites.

Senior Housing

The State-Sponsored Housing properties targeted to seniors and those with disabilities generally suffer less wear and tear than family housing developments. On the other hand, many of these developments offer only efficiency apartments or small one-bedroom apartments, which are now generally considered to be functionally obsolete. In many cases, these small units are difficult to market, notwithstanding their affordability.

Where such conditions exist, the focus of any redesign should be on either adding to the livability and marketability of the property or on additional units to capture a growing demand for affordable senior housing options. If the capital needs identified in the CNA amount to a significant percentage of the cost of new construction, the case for redevelopment is clearer – to direct new subsidies to create housing at contemporary standards. However, even if the property has been well maintained over the years, and the 20-year capital needs are a relatively small percentage of the cost of new construction, redesign may be appropriate to deal with issues such as small unit sizes, senior housing in second-floor walkup units (without elevators), or significant opportunities for higher density.

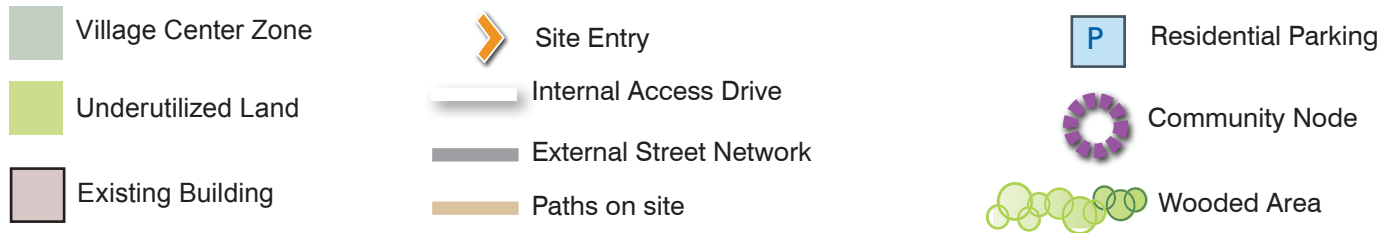
The strategies to address these common concerns also vary. For example, in some cases, two efficiency units could be combined into a single one-bedroom unit. In others, this approach may not be cost-effective given the construction of the original building, or there would be significant concerns regarding the loss of units. In those cases, additions to the existing buildings or building new units elsewhere on the site might be the most appropriate strategy. The Capital Plan's architectural team has generally not had access to existing building plans in making the design recommendations, so the ideas are conceptual and, on closer investigation, may not be appropriate for the subject property.

For each of the twelve example properties, the team has offered two or three redevelopment options. Often, the options vary in the extent to which the existing structures are demolished or incorporated, at least in part, into the option design. If the existing structures are to remain, this document may provide illustrations (before and after images) of how the marketability might be improved or additions incorporated into the existing architecture. The options may also vary in the number of units

proposed for the site. If an owner identified nearby land that the owner either currently controls or that might be available for sale in the future, the options sometimes included that land. Some options identify the potential for future phases of development, which might increase the size of the community over time.

These redevelopment studies also include a recommended plan – the plan which, if the owner decides to do something other than maintain the existing buildings, might take best advantage of the opportunities inherent in the site. The recommendation is informed by the surrounding neighborhood fabric, by the potential to shift the site's density based on anticipated future trends and the potential to capture a larger share of the market, as indicated by the applicable property market assessment. The recommendations also consider issues such as the potential for transit-oriented development, zoning and flood plain constraints and the potential to improve the connections to the surrounding neighborhood. Finally, the recommendation incorporates contemporary affordable housing design and urban planning standards (including CHFA design standards), considering entry improvements, exterior finish upgrades (which often accompany insulation and “green” investments), and the creation of more traditional, pedestrian-friendly residential street patterns.

Please note that these recommendations are conceptual only, and are intended to raise possibilities and identify opportunities for further study. They are made with only limited information on the existing properties and attempt to incorporate consideration of livability, amenities, sustainability, and the neighborhood and community context.



Old Post Village

763 Tolland Stage Road
Tolland, Connecticut



a. Current development summary

Located in Tolland, Connecticut, the Old Post Village Housing Development is comprised of 5 buildings, one of which contains the development's community room / office / kitchen spaces. The development includes 19 studio and 11 one-bedroom unit layouts (total of 30 apartments).

Located near the Tolland Town Center in a semi-rural location, the development is somewhat walkable. The Town Center Pathway that runs through downtown Tolland is a 0.2 mile (3

minute) walk away. The site has one vehicular entry point, at Tolland Stage Road (point A).

As a somewhat walkable housing development, several 'daily needs' shopping opportunities are available on foot. The nearest grocery store is the Tolland Farmers Market (0.2 miles away) and the most walkable coffee shop is a Dunkin Donuts at 0.45 miles.

UNIT TYPE	OLD POST VILLAGE
Studio	19
1 BR	11
Built	1974
Site Area	3.52 acres
Number of Buildings	4 Residential 1 Community Center Laundry Facility
Number of Units	30
Bldg. Footprint	19,800 SF
Density	8.5 du / acre
FAR	0.13
Development Type	Seniors / Disabled
CNA % new construction	41.30%
Floodplain Status	Outside 500-yr floodplain
Walk Score	51 out of 100 (Somewhat Walkable)
Market Potential	38 units

b. Site Conditions

Old Post Village is currently experienced as a cluster of apartments, grouped around a community gazebo, on the edge of a town center. There is a wooded buffer between the development and Tolland Stage Road.

Original construction of the development dates to 1974. The site abuts a field, a wooded area, and a police station. The current site utilizes much, but not all of its available land, leaving some room for future development.

Site birds eye view



c. Zoning

The site is currently categorized as “Village Center Zone”. The intent of this zone is to protect the New England Village atmosphere of the Village Green area. Likely, the development received a Special Use Permit as an ‘Elderly Nonprofit Housing Development’. This permit would allow up to 42 units on this site.

EXISTING : VILLAGE CENTER ZONE, ELDERLY NONPROFIT HOUSING DEVELOPMENT

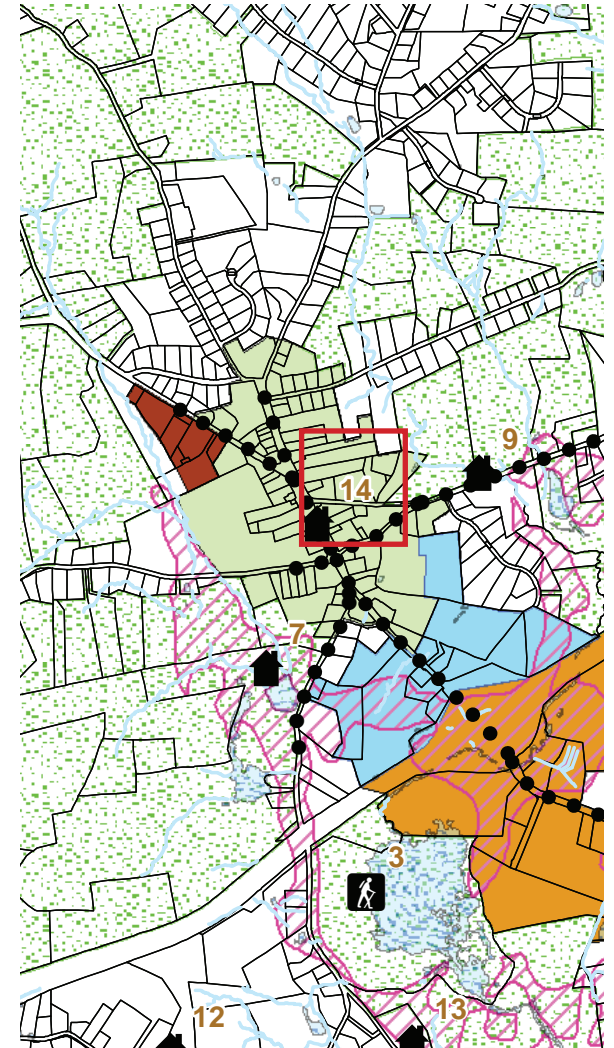
Min. Lot Area	5 acres
Min. Lot Frontage	50'
Min. Front Yard, Setback	15'
Min. Side Yard Setback	25'
Min. Rear Yard Setback	25'
Maximum Impervious Lot Coverage	50%
Maximum Density	12 bedrooms per acre
Minimum Open Space	20%

PARKING REQUIREMENTS:

All	2 spaces per dwelling unit
-----	----------------------------

- Zones**
- AQUIFER PROTECTION OVERLAY
 - COMMERCIAL INDUSTRIAL ZONE - A
 - COMMERCIAL INDUSTRIAL ZONE - B
 - COMMUNITY COMMERCIAL ZONE
 - FLOOD PLAIN / STREAM BELT
 - GATEWAY DESIGN DISTRICT
 - NATURAL RESOURCE PROTECTION AREA
 - NEIGHBORHOOD COMMERCIAL ZONE-G
 - NEIGHBORHOOD COMMERCIAL ZONE-T
 - RESIDENTIAL DESIGN DISTRICT
 - TECHNOLOGY CAMPUS ZONE
 - TOLLAND BUSINESS PARK
 - TOLLAND VILLAGE AREA
 - VILLAGE CENTER ZONE
 - State Aquifer Protection Area
- Historic and Conservation Sites**
- Town Center Pathway
 - CONSERVATION SITE
 - HISTORIC SITE

Zoning Map Excerpt



d. Reasons to Consider Redevelopment

While the property is currently functional, there are some opportunities that may trigger the owner to think more comprehensively about redevelopment:

- Unit sizes are well below market standards.
- There are no handicap accessible units at this property. Due to the development's age and design, full conversion to comply with accessible guidelines may not be feasible.
- A potential market capture for 38 units.
- The basements have flooding issues.
- Deferred maintenance.
- Age of property - Original construction of the development dates to circa 1974.

The primary focus of the options proposed is to connect the units to a street and parking so that they are more functional and have a better sense of community. The options also emphasize bringing unit sizes up to contemporary standards.

Rendering of Senior Cottages



Townhomes



New Community Space



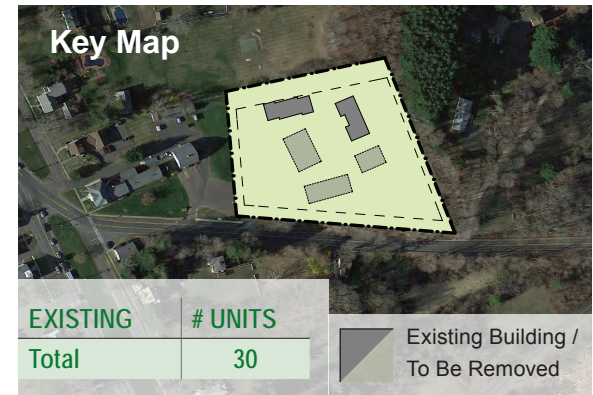
Unit Additions



- New Construction, 1BR Flat
- Addition to existing building

- Community Center
- Community Green

- Property Line
- Buildable Area






e. Redevelopment Options



Option 1: Selective demolition and replacement to accommodate a new road.

- Maintains a residential village character similar to the nearby single family neighborhoods by orienting new duplex cottages to face Tolland Stage Road.
- Each apartment has parking in the front.
- This option utilizes the remaining portions of the site by expanding the circular, on-site access drive.
- A new community center is placed in a central location to these low-rise buildings.
- Facade improvements and strategic unit expansions are planned for remaining buildings.
- Provides 4 new accessible units in the new construction.



 New Construction,
1BR Flat

 Community Center
 Community Green

 Property Line
 Buildable Area

Option 2: Redevelopment with adequate unit sizes and appealing layouts

Option 2 is a complete redevelopment of the site, with improved unit sizes.

- Maintains a residential village character similar to the nearby single family neighborhoods by orienting the new apartments to face Tolland Stage Road.
- Utilizes the remaining portions of the site by expanding the circular, on-site access drive.
- A new community center is placed in a central location with a modest green space.
- Each apartment has parking in the front.
- New construction creates 4 accessible units.

f. Conclusions and Next Steps

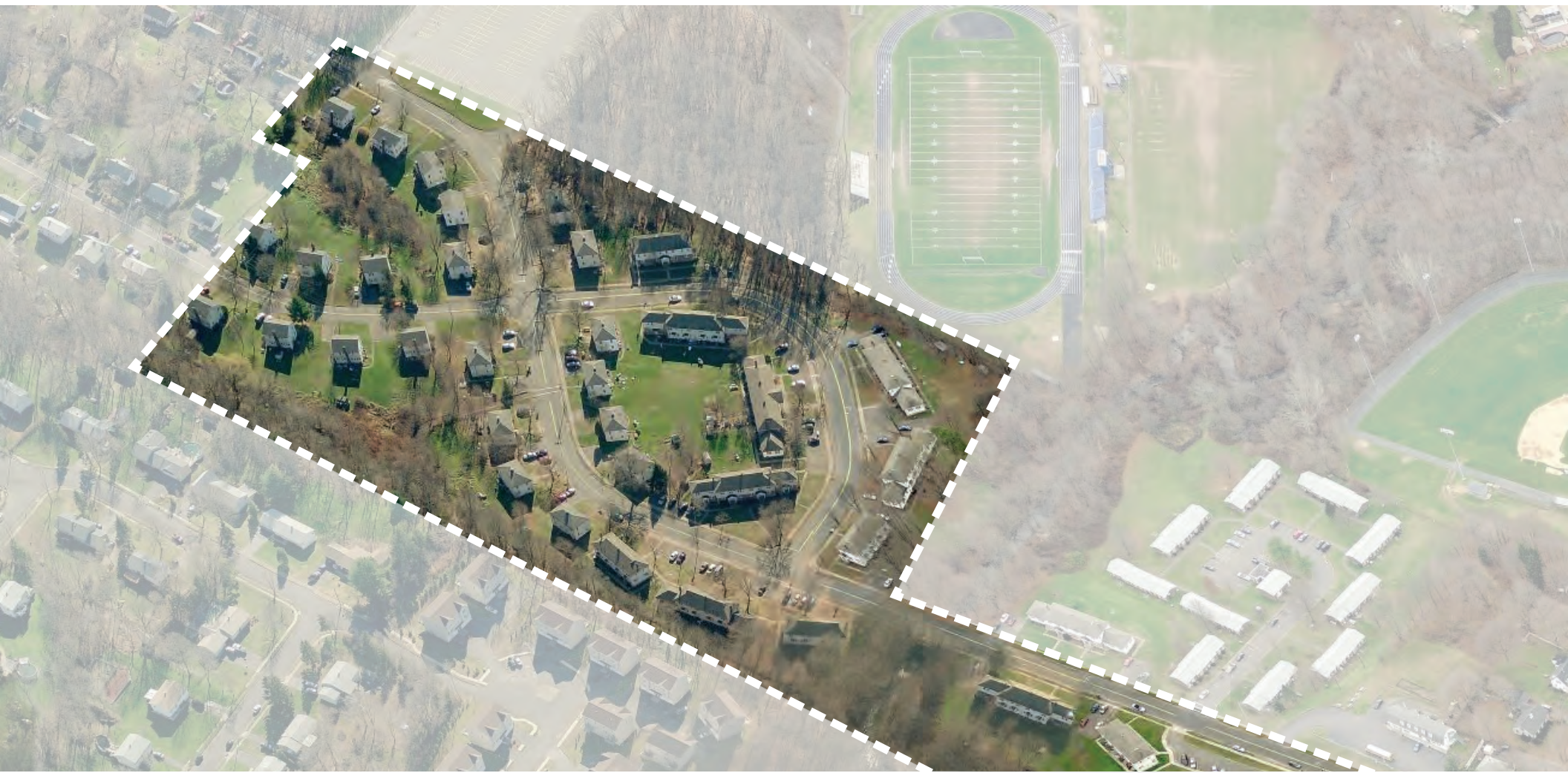
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If redevelopment is considered for this site, the most appropriate options are likely to be similar to those shown on the preceding pages. Readers will note, however, that these options are conceptual, based on very limited information, and will certainly change based on discussions with the owner and the residents and based on additional investigation of the site.

The design team recommends that the owner consider **Option 1** as the preferred redevelopment option. This alternative preserves what is feasible by creating a strong, accessible community. Key features of this option are:

- Preservation of two of the existing buildings, sustainably reusing and upgrading these structures;
- Improving site accessibility and accessible routes through the community;
- Increasing the number of units from 30 to 38;
- Addition of a new community facility to serve the residents of the property.

The preferred option is only one of many possible solutions to the opportunities on this site. As referenced elsewhere in the Capital Plan, owners should work closely with the residents and with state funders to determine whether this preferred option is appropriate after further investigation. However, the Capital Plan team believes this option illustrates a good approach for the opportunities at Old Post Village if redevelopment of the community, rather than continuation of existing maintenance plans, makes sense.



Ulbrich Heights and Extension Redevelopment Study

Alternatives and Recommendations

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c/o Connecticut Housing Finance Agency (CHFA) and the Department of Housing (DOH)

Prepared by ICON architecture / Recap Real Estate Advisors

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Based on this analysis, the team has generated a range of ideas for improvements to the site and buildings. At one end of the range are options to upgrade the existing buildings through additions, green investments and measures to improve marketability. At the other end of the range are options such as selective demolition/reconstruction and much more comprehensive approaches involving the full redesign of both site and structures. The ideas are not definitive plans and would likely change significantly upon more in-depth discussions with the owners. Rather, the options are intended to stimulate ideas and put opportunities on the table – for the owner of the subject property or, with some extrapolation, for owners of similar sites.

Family Housing

The State-Sponsored Housing properties targeted to families are likely to be subject to significant wear and tear. In addition, they may have small or functionally obsolete units (i.e., many bedrooms with only one bathroom) or be located in places with significant market demand, or be well-located with respect to the potential for transit oriented development. On the flip side, some may be overly dense, without appropriate space for children, exercise and recreation.

Where such conditions exist, the focus of any redesign should be on either adding to the livability and marketability of the property or on aligning the property's density and configuration to the anticipated long-term need. If the capital needs identified in the CNA amount to a significant percentage of the cost of new construction, the case for redevelopment is clearer – to direct new subsidies to create housing at contemporary standards. However, even if the property has been well maintained over the years, and the 20-year capital needs are a relatively small percentage of the cost of new construction, redesign may be appropriate to deal with issues such as small or functionally obsolete units or the chance to address anticipated future demand and opportunities.

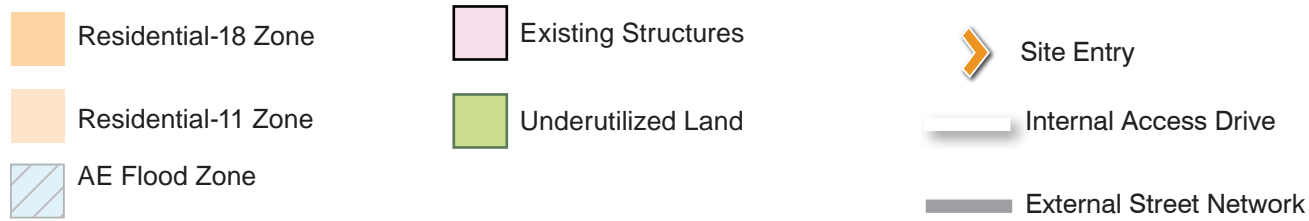
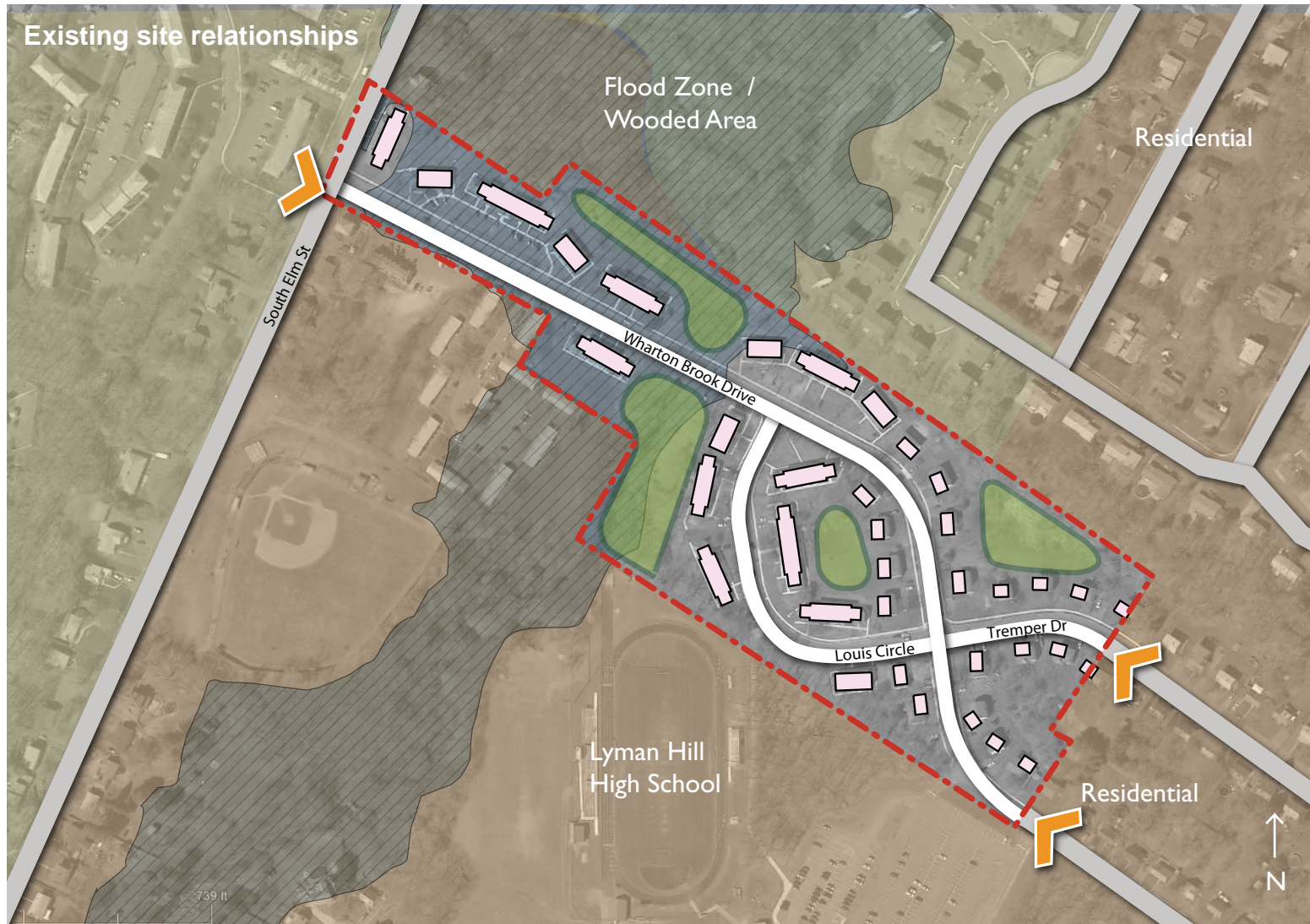
The strategies to address these common concerns also vary. For example, in some cases, walls in a large unit could be moved to expand rooms or to create a second bathroom. In others, this approach may not be cost-effective given the construction of the original building or such a change would lose a bedroom when the demand for the size of units is real. In those cases, additions to the existing buildings or building new units elsewhere on the site might be the most appropriate strategy. The Capital Plan's architectural team has generally not had access to existing building plans in making the design recommendations, so the ideas are conceptual and, on closer investigation, may not be appropriate for the subject property.

For each of the twelve example properties, the team has offered two or three redevelopment options. Often, the options vary in the extent to which the existing structures are demolished or incorporated, at least in part, into the option design. If the existing structures are to remain, this document may provide illustrations (before and after images) of how

the marketability might be improved or additions incorporated into the existing architecture. The options may also vary in the number of units proposed for the site. If an owner identified nearby land that the owner either currently controls or that might be available for sale in the future, the options sometimes included that land. Some options identify the potential for future phases of development, which might increase the size of the community over time.

These redevelopment studies also include a recommended plan – the plan which, if the owner decides to do something other than maintain the existing buildings, might take best advantage of the opportunities inherent in the site. The recommendation is informed by the surrounding neighborhood fabric, by the potential to shift the site's density based on anticipated future trends and the potential to capture a larger share of the market, as indicated by the applicable property market assessment. The recommendations also consider issues such as the potential for transit-oriented development, zoning and flood plain constraints and the potential to improve the connections to the surrounding neighborhood. Finally, the recommendation incorporates contemporary affordable housing design and urban planning standards (including CHFA design standards), considering entry improvements, exterior finish upgrades (which often accompany insulation and “green” investments), and the creation of more traditional, pedestrian-friendly residential street patterns.

Please note that these recommendations are conceptual only, and are intended to raise possibilities and identify opportunities for further study. They are made with only limited information on the existing properties and attempt to incorporate consideration of livability, amenities, sustainability, and the neighborhood and community context.



Ulbrich Heights and Extension

Wharton Brook Drive
Wallingford, Connecticut 06492



a. Current development summary

Located on Wharton Brook Drive and Louis Circle in Wallingford, Connecticut, Ulbrich Heights and Ulbrich Heights Extension are residential development for families. They are comprised of 16 residential buildings. Ulbrich Heights includes 14 one bedroom, 44 two-room, and 30 three-bedroom units. The Extension is comprised of 22 residential buildings. The development includes 22 two-bedroom, and 22 three-bedroom units. Overall the development is in fair condition.

Located in a suburban location, the two developments are car-dependent. There are three vehicular entry point to the development, one located off South Elm St (point A) and the other two connecting to the surrounding neighborhood.

As most daily errands need a car, the nearest coffee shop is Cafe Ra (0.81miles) and the closest grocery store is Krauzers at 0.48 miles away.

PROJECT INFORMATION	ULBRICH HEIGHTS	EXTENSION
# 1 BR units	14	0
# 2 BR units	44	22
# 3 BR units	30	22
Total Units	88	44
Built	1950	1953
Site Area	20.45 acres	
Number of Buildings	16	22
Bldg. Footprint	74,950 SF	
Density	6.45 du / acre	
FAR	0.08	
Development Type	Family	
CNA % new construction	30.3%	
Floodplain Status	Zone AE - 1% chance of annual flooding	
Walk Score	37 out of 100 (Car Dependent)	
Market Potential	150	

b. Site Conditions

With freshly poured concrete sidewalks and drives, Ulbrich Heights is currently experienced as a series of small apartment buildings arrayed along the arc of Louis Circle and Wharton Brook Drives. Original construction of the development dates to 1950.

The neighborhood is entered from a commercial drive, but largely contained within a residential neighborhood and abuts Lyman Hill High School. The units closest to Holbrook Ave all visually relate to their neighbors across the way. Mimicking the layout of surrounding single family houses, the buildings are laid out along the two roadways, leaving some undeveloped land behind the structures. There are no accessible units in the development.



c. Zoning

The site is currently zoned R-18, a Multi-Family Residence District. This district was intended to provide an area permitting a more intensive level of development and in special circumstances, multifamily developments. The category does not permit the number of structures existing on the site today. With a maximum of 5.4 dwelling units per acre, the code allows 110 units on site.

Therefore, a better fit, might be the R-11, Multi-Family Residence District which allows 10.1 dwelling units per acre, up to 206 total units. The parking, setback, bulk and height requirements are the same for the two zones.

EXISTING : R-18 MULTI-FAMILY RESIDENCE DISTRICT

Min. Lot Area	5 acres
Min. Lot Frontage	75'
Min. Front Yard, Setback	40'
Min. Side Yard Setback	20'
Min. Rear Yard Setback	30'
Max Lot Coverage	25%
Max. Bldg. Height, ft.	30'
Allowable Units / Acre	5.4

PARKING REQUIREMENTS:

Duplex	2 spaces per unit
Multi Family 1 BR	1.75 spaces
Multi Family 2 BR	2.25 spaces
Multi Family 3 BR	2.5 spaces
*1 space shall be within 25' of unit entry, the remaining spaces within 75'	
* If more than 10 spaces are provided in a row, there shall be a minimum landscaped area of 20' x 20'	

PROPOSED : R-11 MULTI-FAMILY RESIDENCE DISTRICT

Min. Lot Area	5 acres
Min. Lot Frontage	75'
Min. Front Yard, Setback	20'
Min. Side Yard Setback	12'
Min. Rear Yard Setback	30'
Max Lot Coverage	25%
Max. Bldg. Height, ft.	30'
Allowable Units / Acre	10.1

PARKING REQUIREMENTS:

same as R-18

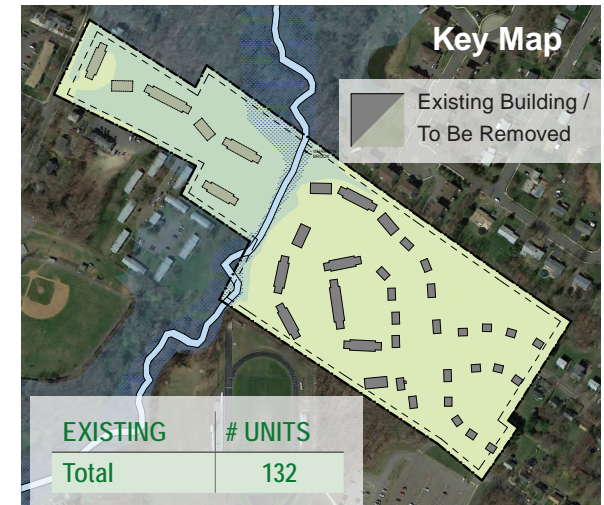
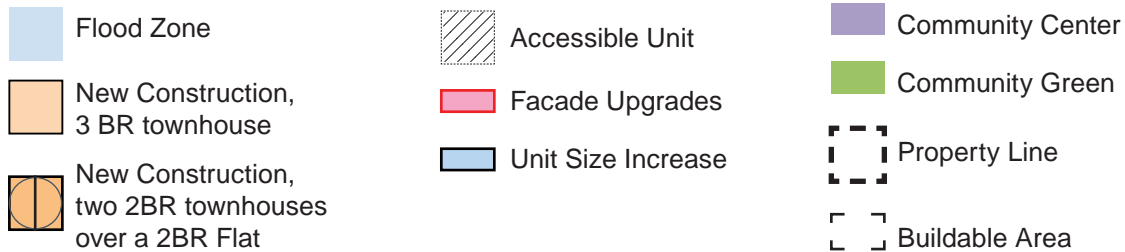
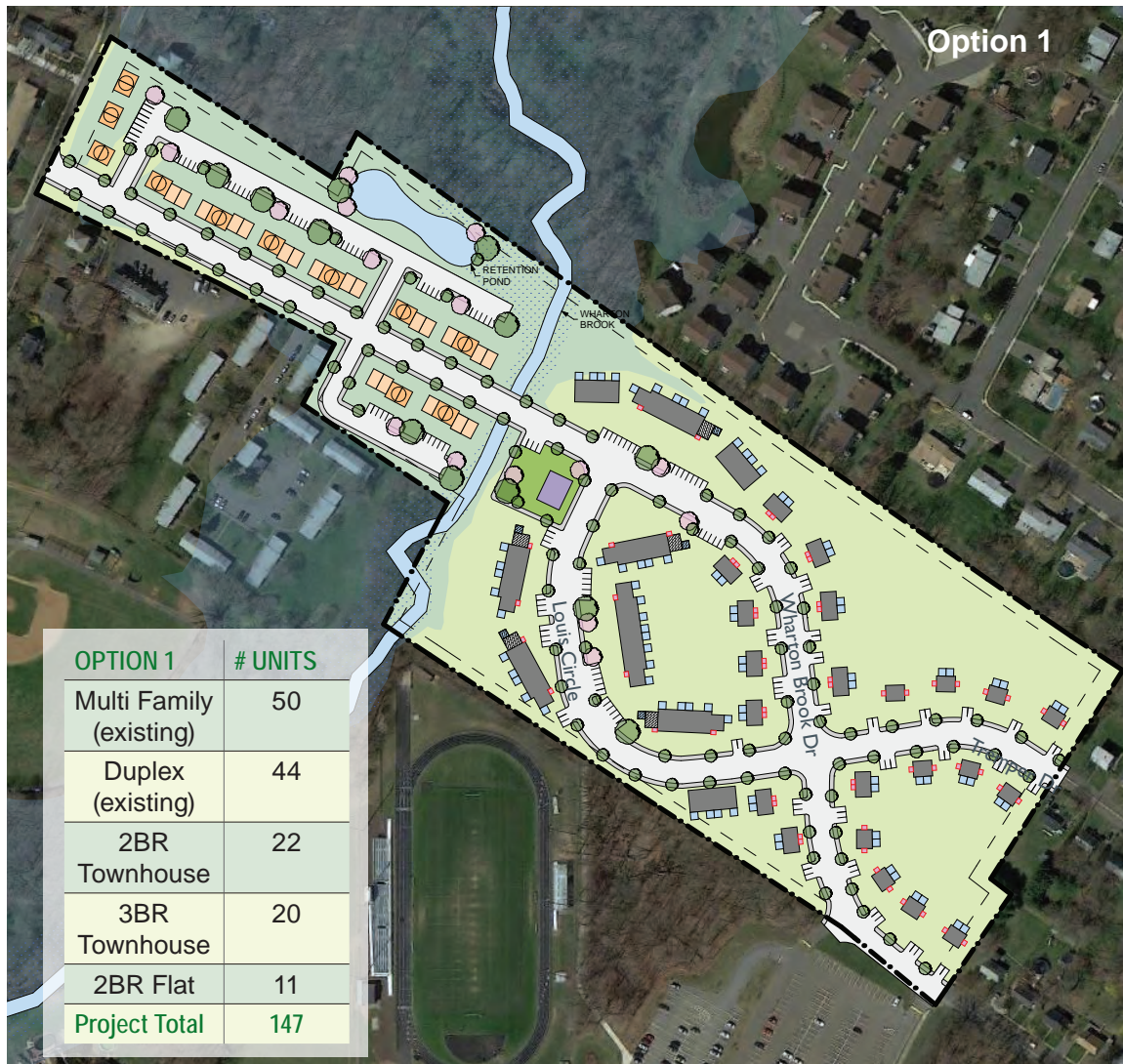
d. Reasons to Consider Redevelopment

While the property is currently functional, there are some opportunities that may trigger the owner to think more comprehensively about redevelopment:

- There are no handicap accessible units at this property. Due to the development's age and design, full conversion to comply with accessible guidelines may not be feasible.
- Unit sizes are below market standards.
- A potential market capture for 150 units.
- Age of property - Original construction of the development dates to circa 1950 - 1953.
- Some of the buildings on site are within a FEMA Flood Zone AE which means the area is subject to inundation by the 1 percent annual chance flood event.

The proposed options both entail some degree of demolition and new construction to sustainably address the ongoing flooding issues noted in the original development. In this case, it seems expeditious to either rebuild or relocate these units so as to avoid continued water damage and associated maintenance costs.

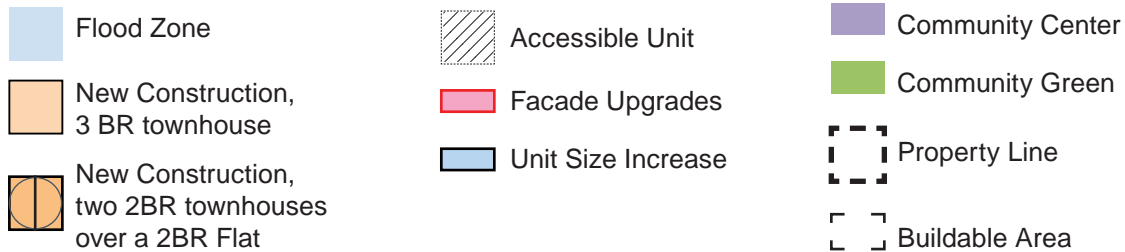
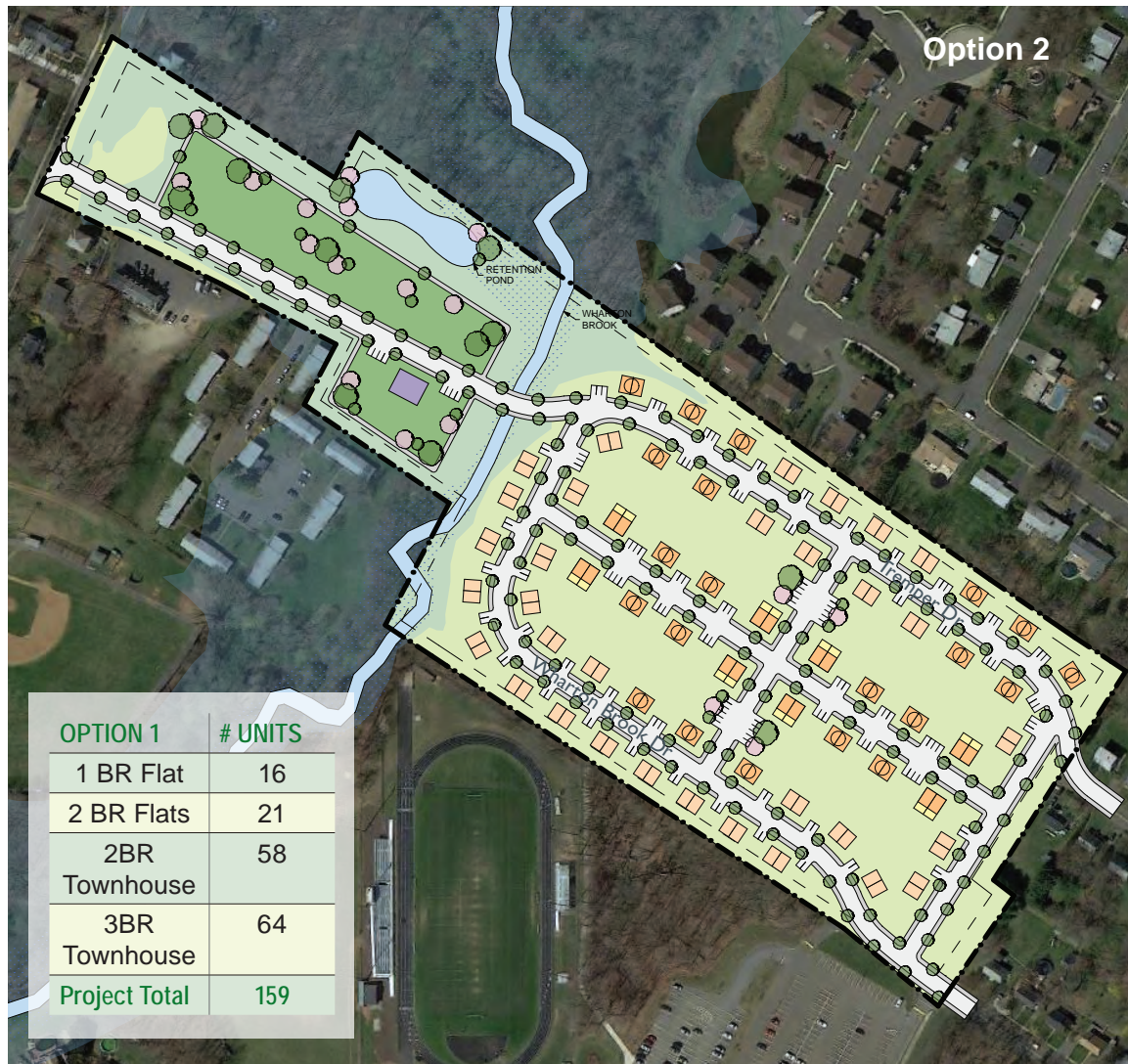




e. Redevelopment Options

Option 1: Rebuild the development at a higher elevation

- Designs a new retention pond to deal with basement flooding issues.
- A combination of existing units, new townhouses and flats with parking behind at a higher elevation and without basements.
- Facade upgrades and strategic additions to enhance existing 'view from the curb' appeal and function are planned.
- Barrier Free units are adapted in existing buildings and added in new units.



Option 2: Rebuild outside the floodplain, to accommodate the unit count for the entire property and allow the original development site to remain unbuilt - as open space - and with a community building.

- Groupings of two to three units in a building, with a combination of townhouses and flats to accommodate the program and necessary accessible units.
- Maximizes site utilization with new street that is more consistent with the neighborhood fabric.
- Each townhouse has adjacent driveways in the front.
- A new community center is placed in a central location connected to open space.
- New construction near the rest of the neighborhood is appropriately scaled for a sense of relatedness and community.
- New construction provides 10% barrier free units.

f. Conclusions and Next Steps

In general, redevelopment options fall into one of several categories: a) additions or modifications to existing buildings, b) adding units on undeveloped or underdeveloped portions of a site, c) selectively demolishing some of the structures and building new around the structures which were not demolished, and d) completely demolishing and rebuilding the community. The addition of accessible units can be accommodated in each of these scenarios. However, not every site lends itself to all of these options.

If redevelopment is considered for this site, the most appropriate options are likely to be similar to those shown on the preceding pages. Readers will note, however, that these options are conceptual, based on very limited information, and will certainly change based on discussions with the owner and the residents and based on additional investigation of the site.

The design team recommends that the owner consider **Option 2** as the preferred redevelopment option. This alternative sustainably re-imagines the site while increasing density, providing indoor and outdoor community space, and creating a connected neighborhood fabric more consistent with its surroundings.

Key features of this option are:

- Complete replacement of existing units;
- Improving site accessibility and accessible routes through the community;
- Increasing the number of units from 132 to 159;
- Addition of a new community facility to serve the residents of the property;
- Addition of outdoor passive recreational space to serve the residents of the property;
- Keeping units out of the floodplain.

The preferred option is only one of many possible solutions to the opportunities on this site. As referenced elsewhere in the Capital Plan, owners should work closely with the residents and with state funders to determine whether this preferred option is appropriate after further investigation. However, the Capital Plan team believes this option illustrates a good approach for the opportunities at Ulbrich Heights if redevelopment of the community, rather than continuation of existing maintenance plans, makes sense.



Hevrin Terrace Redevelopment Study

Alternatives and Recommendations

Prepared for the Connecticut State Sponsored Housing Capital Plan
c/o Connecticut Housing Finance Agency (CHFA) and the Department of Housing (DOH)

Prepared by ICON architecture / Recap Real Estate Advisors

Sept 2013

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Exploring Redevelopment Options

Thinking Beyond Maintenance

Overview

The Capital Plan for the Connecticut State-Sponsored Housing Portfolio examines the investment needed to modernize and stabilize the housing portfolio. The Plan is based on Capital Needs Assessments prepared for each property, assessments which focus on maintaining the existing buildings, generally in their existing configuration, in a safe and sanitary condition. As a result, the CNAs focus on the repair and replacement needs of current building systems and finishes over a twenty year period. Built on this CNA data, the Capital Plan suggests methods to sequence and leverage the State's proposed \$300 million capital investment.

For some properties, however, good stewardship of the affordable housing portfolio may require thinking about options other than the maintenance and repair of the current structures. As part of the Capital Plan effort, twelve properties have been selected as examples to explore a broader range of options – to explore the potential for selective or total redevelopment. The Capital Plan effort will also estimate the additional cost and an alternative financial structure if the owner were to pursue a strategy beyond maintenance. Ultimately, however, each owner will identify for themselves the appropriate action plan going forward, which decision we hope will be informed by the research and recommendations in the Capital Plan and in consultation with state funding agencies. That action plan may be ongoing maintenance, comprehensive internal rehabilitation or perhaps the redevelopment of parts, or even all, of the site.

These twelve properties offer a series of ideas and strategies for thinking about redevelopment, strategies which could be applicable to additional communities within the portfolio. The Recap team, specifically ICON architecture, inc., has examined the twelve sample properties against contemporary urban planning and design practices, informed by the available market information. The team has considered each property and its neighborhood context from an urban design perspective. The team has examined opportunities for increased or decreased density, improvements to the site plan, environmental

improvements (such as mitigating flood concerns), transit oriented development and greater integration with the surrounding neighborhood fabric. The team has also considered marketability issues, including the size of the existing units, and the availability of units for individuals with physical disabilities.

Based on this analysis, the team has generated a range of ideas for improvements to the site and buildings. At one end of the range are options to upgrade the existing buildings through additions, green investments and measures to improve marketability. At the other end of the range are options such as selective demolition/reconstruction and much more comprehensive approaches involving the full redesign of both site and structures. The ideas are not definitive plans and would likely change significantly upon more in-depth discussions with the owners. Rather, the options are intended to stimulate ideas and put opportunities on the table – for the owner of the subject property or, with some extrapolation, for owners of similar sites.

Family Housing

The State-Sponsored Housing properties targeted to families are likely to be subject to significant wear and tear. In addition, they may have small or functionally obsolete units (i.e., many bedrooms with only one bathroom) or be located in places with significant market demand, or be well-located with respect to the potential for transit oriented development. On the flip side, some may be overly dense, without appropriate space for children, exercise and recreation.

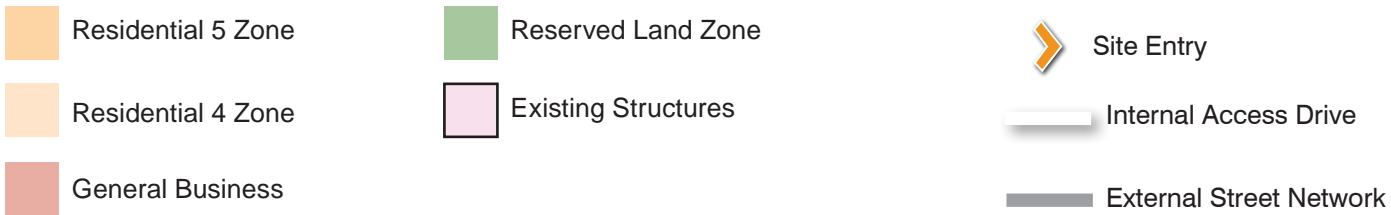
Where such conditions exist, the focus of any redesign should be on either adding to the livability and marketability of the property or on aligning the property's density and configuration to the anticipated long-term need. If the capital needs identified in the CNA amount to a significant percentage of the cost of new construction, the case for redevelopment is clearer – to direct new subsidies to create housing at contemporary standards. However, even if the property has been well maintained over the years, and the 20-year capital needs are a relatively small percentage of the cost of new construction, redesign may be appropriate to deal with issues such as small or functionally obsolete units or the chance to address anticipated future demand and opportunities.

The strategies to address these common concerns also vary. For example, in some cases, walls in a large unit could be moved to expand rooms or to create a second bathroom. In others, this approach may not be cost-effective given the construction of the original building or such a change would lose a bedroom when the demand for the size of units is real. In those cases, additions to the existing buildings or building new units elsewhere on the site might be the most appropriate strategy. The Capital Plan's architectural team has generally not had access to existing building plans in making the design recommendations, so the ideas are conceptual and, on closer investigation, may not be appropriate for the subject property.

For each of the twelve example properties, the team has offered two or three redevelopment options. Often, the options vary in the extent to which the existing structures are demolished or incorporated, at least in part, into the option design. If the existing structures are to remain, this document may provide illustrations (before and after images) of how

the marketability might be improved or additions incorporated into the existing architecture. The options may also vary in the number of units proposed for the site. If an owner identified nearby land that the owner either currently controls or that might be available for sale in the future, the options sometimes included that land. Some options identify the potential for future phases of development, which might increase the size of the community over time.

These redevelopment studies also include a recommended plan – the plan which, if the owner decides to do something other than maintain the existing buildings, might take best advantage of the opportunities inherent in the site. The recommendation is informed by the surrounding neighborhood fabric, by the potential to shift the site's density based on anticipated future trends and the potential to capture a larger share of the market, as indicated by the applicable property market assessment. The recommendations also consider issues such as the potential for transit-oriented development, zoning and flood plain constraints and the potential to improve the connections to the surrounding neighborhood. Finally, the recommendation incorporates contemporary affordable housing design and urban planning standards (including CHFA design standards), considering entry improvements, exterior finish upgrades (which often accompany insulation and “green” investments), and the creation of more traditional, pedestrian-friendly residential street patterns.



Hevrin Terrace

Emerald Ave & Keating Street
Willimantic, Connecticut 06226



a. Current development summary

Located on Emerald Ave and Keating Streets in Willimantic, Connecticut, at Hevrin Terrace is a residential development for families that is comprised of 45 residential buildings. It includes 60 two bedroom units and 30 three-bedroom units. Overall the development is in good condition.

Located in a suburban environment, there are two vehicular entry points to the development, located off Holbrook St (points A). Therefore, some 'daily needs' shopping opportunities

can be accomplished on foot. As a somewhat walkable location, the nearest coffee shop is the Dunkin Donuts at 0.17 miles and the closest grocery store is the Super Stop & Shop at 0.34 miles away.

PROJECT INFORMATION

# 2 BR units	60
# 3 BR units	30
Built	1950
Site Area	19.03 acres
Number of Buildings	45
Number of Units	90
Bldg. Footprint	59,625 SF
Density	4.7 du/acre
FAR	0.07
Development Type	Family
CNA % new construction	32.80%
Floodplain Status	Outside 500-yr floodplain
Walk Score	66 out of 100 (Somewhat Walkable)
Market Potential	140

b. Site Conditions

Hevrin Terrace is currently experienced as a small neighborhood, set within a largely residential district. Original construction of the development dates to 1950.

The units closest to Holbrook Ave all visually relate to their neighbors across the way. The site abuts two single family neighborhoods and a wooded area that backs up to a shopping center. Mimicking the layout of surrounding single family houses, the current site does utilize all of the land on each housing parcel. For a development of this size, it is unusual that there is no community center and there are no fully accessible units.



c. Zoning

The site is currently zoned R-5 Residential District. This district was intended to provide an area permitting a more intensive level of development and in special circumstances, multifamily developments. With a required 10,000 sq ft lot minimum per duplex dwelling unit, the code allows 165 units on site. To obtain three and four dwelling units, an additional 2,000 sq ft per unit needs to be added to each lot.

The market potential for this site raises the possibility of up to 140 units on the site's 19 acres. There is not a denser residential zoning category within the town's code.

EXISTING : RESIDENCE R5 DISTRICT

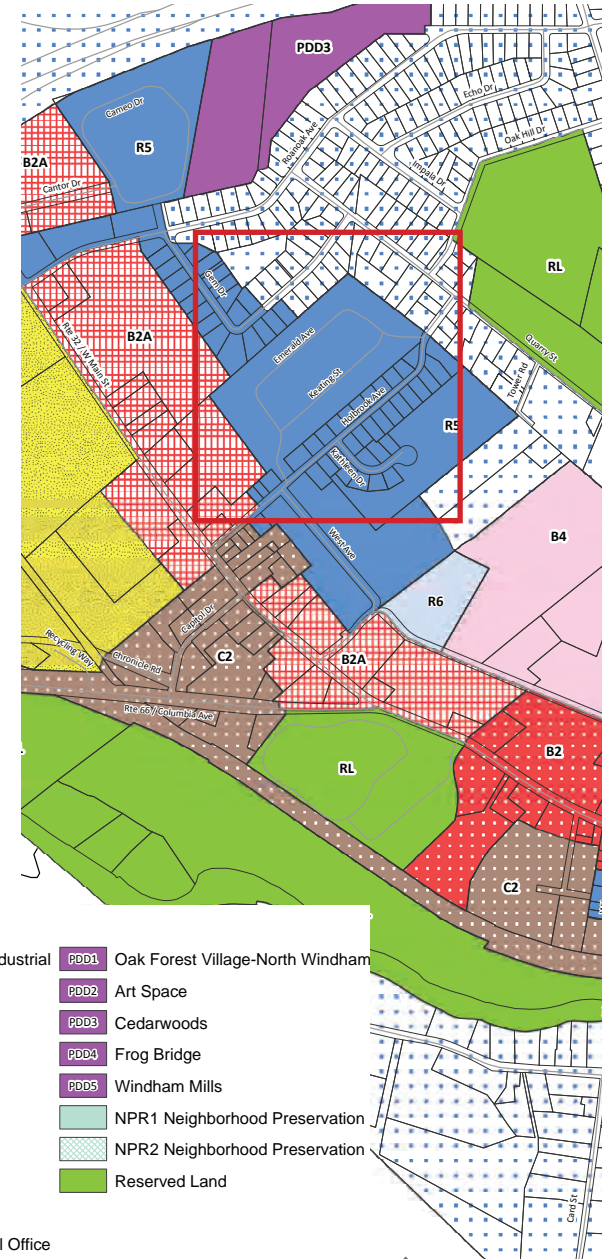
Min. Lot Area, SF	9,000sf SF (10,000sf per duplex, 12,000sf for a three family and 14,000 for a four family)
Min. Lot Frontage	75'
Min. Front Yard, Setback	25'
Min. Side Yard Setback	25'
Min. Rear Yard Setback	25'
Min Lot Coverage	20%
Max. Bldg. Height, ft.	35' or 2.5 stories
Minimum floor area	750'

PARKING REQUIREMENTS:

All	1 space per dwelling unit
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Legend

B1 Downtown Business	M1 General Commercial / Industrial	PDD1 Oak Forest Village-North Windham
B1A Downtown Transition	M2 Industrial	PDD2 Art Space
B2 General Business	M3 Industrial	PDD3 Cedarwoods
B2A General Business	M4 Industrial	PDD4 Frog Bridge
B3 Neighborhood Business	R1 Residential	PDD5 Windham Mills
B4 Health Care	R2 Residential	NPR1 Neighborhood Preservation
C1 General Commercial	R3 Residential	NPR2 Neighborhood Preservation
C2 General Commercial	R4 Residential	Reserved Land
C2A General Commercial	R5 Residential	
C4 North Windham East Commercial	R6 Residential / Professional Office	



d. Reasons to Consider Redevelopment

While the property is currently functional, there are some opportunities that may trigger the owner to think more comprehensively about redevelopment:

- There are no handicap accessible units at this property.
- A potential market capture for 140 units.
- Upgrades are needed to the kitchen and baths, as well as facade upgrades to improve entries and the relationship to the street.
- Potential curb appeal enhancements through facade upgrades to promote the marketability and the sense of place.
- Age of property - Original construction of the development dates to circa 1950.

Overall, this property is well organized with a strong relationship to the street and appealing duplex units with adjacent parking. As such the proposed options both focus on facade improvements and strategic additions to enhance building image and function.



Before Facade Upgrades



After Facade Upgrades



Adapted Barrier Free Unit



Townhouse



Orange square: New Construction, 2 BR townhouse

Pink square: Facade Upgrades

Blue square: Unit Size Increase

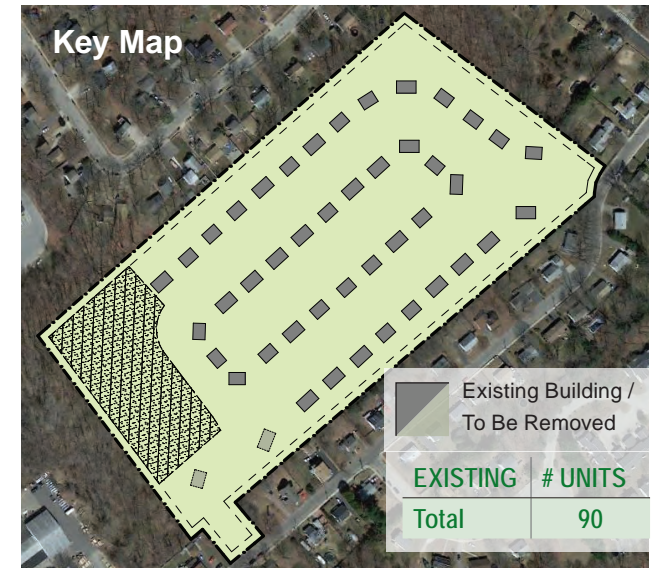
Hatched square: Adapted Accessible Unit

Purple square: Community Center

Green square: Community Green

Dashed line: Property Line

Bracketed line: Buildable Area



e. Redevelopment Options


Option 1: Simple re-alignment of a few, irregular units.

- Creates a community center and community green at the site entry.
- Replacement units are created to maintain unit count and program mix.
- Facade improvements are planned for all units, as well as unit upgrades.
- Barrier Free units have been added, at a rate of 10% of the overall development unit count.




 New Construction, 2 BR townhouse

 Facade Upgrades


 Unit Size Increase

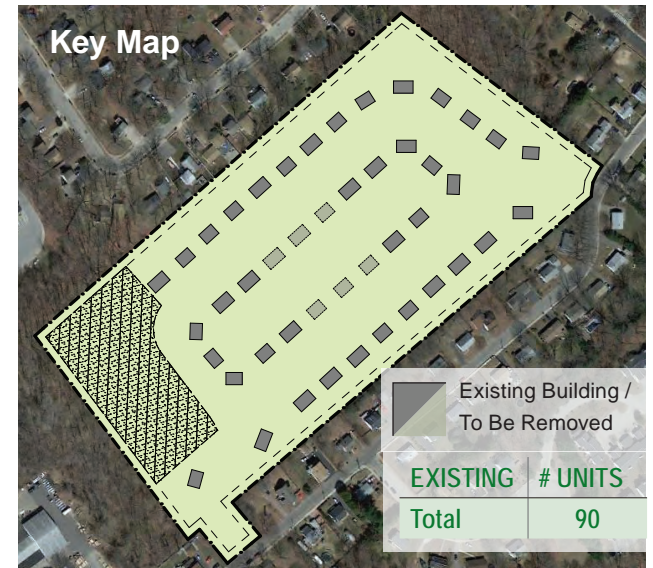
 Adapted Accessible Unit

 Community Center

 Community Green

 Property Line

 Buildable Area



Option 2: Creation of a new through block, with two roads to better connect the site.

- Creates a community gathering space with a new community center and green.
- New two bedroom townhomes front directly on the green space.
- Each new townhome has its own parking.
- All of the existing structures are upgraded with increased unit size.
- Replacement units were created to maintain unit count and program mix.
- Barrier Free units have been added, at a rate of 10% of the overall development unit count.

f. Conclusions and Next Steps

In general, redevelopment options fall into one of several categories: a) additions or modifications to existing buildings, b) adding units on undeveloped or underdeveloped portions of a site, c) selectively demolishing some of the structures and building new around the structures which were not demolished, and d) completely demolishing and rebuilding the community. The addition of accessible units can be accommodated in each of these scenarios. However, not every site lends itself to all of these options.

If redevelopment is considered for this site, the most appropriate options are likely to be similar to those shown on the preceding pages. Readers will note, however, that these options are conceptual, based on very limited information, and will certainly change based on discussions with the owner and the residents and based on additional investigation of the site.

The design team recommends that the owner consider **Option 2** as the preferred redevelopment option. This alternative creates a more cohesive neighborhood while providing green space and community facilities. Key features of this option are:

- Preservation of forty-one of the existing buildings, sustainably reusing and upgrading these structures;
- Improving site accessibility and accessible routes through the community;
- Maintaining the existing unit count;
- Addition of a new community facility to serve the residents of the property;
- Addition of outdoor passive recreational space to serve the residents of the property.

The preferred option is only one of many possible solutions to the opportunities on this site. As referenced elsewhere in the Capital Plan, owners should work closely with the residents and with state funders to determine whether this preferred option is appropriate after further investigation. However, the Capital Plan team believes this option illustrates a good approach for the opportunities at Hevrin Terrace if redevelopment of the community, rather than continuation of existing maintenance plans, makes sense.

30. Appendix T – Detailed Property Market Assessments

Please see the 125 detailed property market assessments under separate cover.

31. Appendix U – Capital Needs Assessments

Please refer to the Capital Needs Assessments completed by On-Site Insight under separate cover.

Please note that Green Capital Needs Assessments, which use a different report format, were conducted for the following properties:

- Pompey Hollow, Ashford
- Kirtland Commons, Deep River
- Casa Verde Sur, Hartford
- Florence S. Lord, Marlborough
- Hillside Terrace, North Branford
- The Old Marvin, Norwalk
- Hillside Apartments, Norwich
- St. Jude Commons, Norwich
- Walter Crabtree Apartments, Putnam
- River Mill Village, Thompson
- Liberty Hall Apartments, Waterbury
- Southwest Terrace, Windsor Locks

32. Appendix V – Site Specific Property Analyses

Please see the individual Property Analyses under separate cover.