

HEIRED HYBRID BUNGALOWS



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Permanent Supportive Housing for the Chronic Homeless
Urban Land Institute

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Without help from these organizations and individuals, this project would not have been possible. Many thanks.

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Introduction

Team HETED is a group of individuals from diverse professional backgrounds including, development, finance, architecture, construction and social work. Team HETED assembled around the common goal of addressing the problem of homelessness in Los Angeles County.

The Urban Land Institute of Los Angeles' 1,000 Homes Competition paired our team with the City of Glendale, with the goal of providing a feasible, Permanent, Supportive Housing (PSH) solution for the community's homeless population.

Mission Statement

To empower chronically homeless individuals living with a mental illness to live healthy, stable and independent lives through efficient, accessible, and affordable permanent supportive housing.

Our Values:

- The right to safe and affordable housing for all people
- Diversity and the respect of all individuals regardless of race, class, gender, ethnicity, religion, sexual orientation, gender identity, mental and/or physical ability, education, health or disease status, language or national origin
- The dignity and self-determination of all community members
- The creation of a flexible, open and non-judgmental atmosphere
- Involvement of community members in ongoing development, evaluation and implementation of programs, services, policies, and "community rules"

- Harm-reduction and healthy living
- Flexible, accessible, practical, effective and comprehensive support services designed to maintain housing stability and recovery of each individual
- Community involvement and political participation of members
- Creating a team of community members, service providers and peers who are dedicated to the mission and philosophy of the program
- Tenant rights *and obligations to hold leases*

The Problem

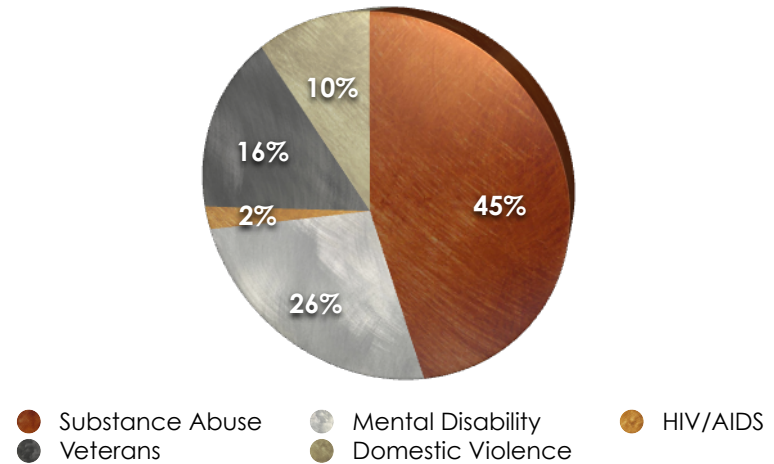
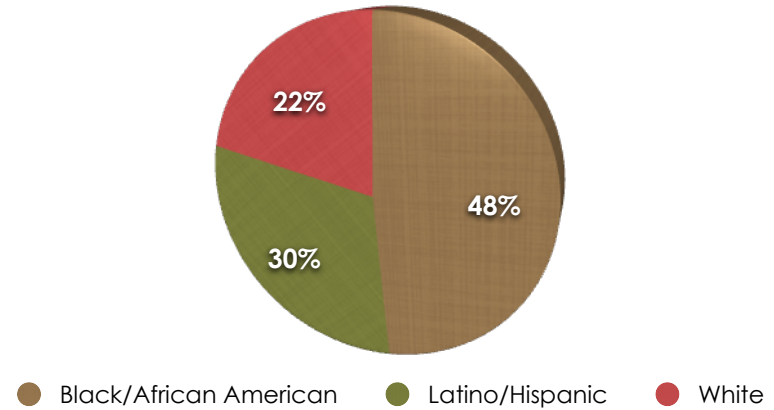
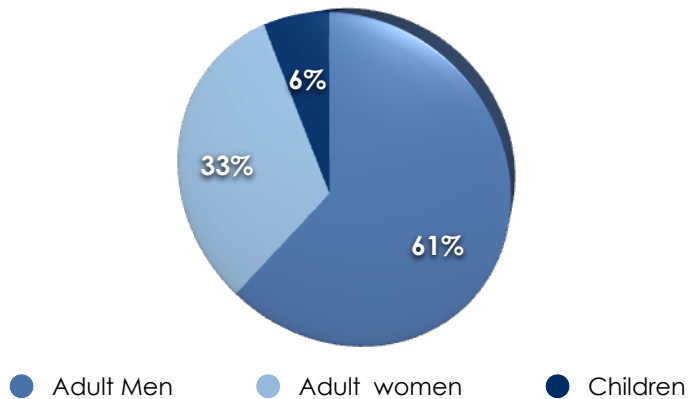
Estimates on the number of homeless in the United States range from 600,000 to 2.5 million (National Coalition for Homeless, 2010). According to the U.S. Conference of Mayors (2004), the number one cause of homelessness is lack of affordable housing. Another major contributing factor to homelessness is mental illness, with an average of 26 percent of homeless people living with a diagnosable mental illness (U.S. Conference of Mayors, 2008). The most common cited mental illnesses are schizophrenia and bipolar disorder.

There are an overwhelming number of chronically homeless individuals in California. HUD defines *Chronically Homeless* as follows: An unaccompanied homeless individual with a disabling condition who has either been homeless for a year or more OR has had at least four episodes of homelessness in the past three years. A disabling condition is defined as a "diagnosable substance abuse disorder, serious mental illness or disability, including the co-occurrence of two or more of these conditions" (HUD, 2008). Of the 157, 277 homeless adults in California, 27% are chronically homeless; 26% are diagnosed with

severe mental illness; and, 29% suffer from chronic substance abuse.

Chronic Homelessness is particularly pervasive in Los Angeles County. On any given night there are an estimated 88,345 sheltered and unsheltered homeless individuals (Shelter Partnership, 2005).

Demographics of Homeless Individuals in Los Angeles County: (2009):



A recent homeless count in Glendale (2010) found:

- 60% rise in homelessness between 2009 to 2010-from 258 to 428 individuals
- 108 (32%) homeless adults meet the definition of chronically homeless;
- 89 (21%) were identified with a chronic mental illness;
- 51 (12%) were identified as having problems with chronic substance abuse;
- 140, (33%) combined were either chronic substance abusers or mentally ill

Racial and ethnic demographics of the homeless population in Glendale are unknown, however PATH employees reported that the majority of people they serve are primarily White/Caucasian, followed by Black/African-American and Latino/Hispanic.

The following services are currently available in Glendale:

Current Agencies	Services
<i>PATH Achieve Glendale</i>	Street outreach, assessments, housing resources, veteran services, mental health, employment, health, transportation, Access to phones, faxes, computers, education and housing
<i>PATH Emergency Shelter</i>	Case management services, short term housing. <i>Permitted stay: 60-90 days</i>
<i>PATH Ventures</i>	13 unit scattered site permanent housing for chronically homeless

Current Agencies	Services
<i>Catholic Charities</i>	Case management, social services and financial assistance for low income families who are at risk in becoming homeless
<i>YWCA Domestic Violence</i>	Sunrise Village Program for victims of domestic violence services for women and children, counseling, & life skills. <i>Permitted stay: 45 days</i>
<i>Hamilton Court</i>	2 year transitional housing program includes food, transportation services, counseling, & life skills for women and children
<i>New Horizons Family Center</i>	Childcare services to homeless families mental health clinic, referrals, family counseling, education, literacy program, after-school program, and youth rec. activities
<i>Nancy Painter Transitional Housing</i>	2 year housing & supportive housing Crisis intervention, housing placement for women and children

Gaps in Service Delivery

While PATH Achieve Glendale, our project partner, and other local service providers do a great job at engaging and providing services to the local homeless population, they are unable to provide housing and comprehensive services to all individuals in need. In particular, PATH employees report that the highest need for housing in Glendale is for chronically homeless individuals

living with mental illness, primarily for those with dual diagnoses with substance addiction and/or a physical disability.

Based on our needs assessment, using empirical research and interviews with local service providers, we have identified four main obstacles in the current system that provide for this population:

1. Lack of permanent housing
2. Lack of appropriate and specialized service delivery
3. Social Isolation due to social anxiety and lack of trust
4. Stigma and invisibility of homelessness problem (i.e. lack of community understanding)

Accordingly, we propose to:

1. Create a new permanent housing development
2. Provide specialized, flexible, and accessible support services on-site
3. Improve social skills and build community among members and staff
4. Promote community involvement and political participation

Target Population

Our project will serve chronically homeless adults living with mental illness in Glendale. Service providers find this specific homeless population to be the most challenging to engage. Individuals from this population have many complex special needs that create barriers to self-sufficiency and independence (Shelter Partnership, 2005). In particular, most individuals with mental illness exhibit severe social anxiety and problems with trusting others which leads them to push away care givers, family and friends and live in severe social isolation. Individuals commonly chose to live on the street rather than receive

services and shelter due to the strict behavioral requirements and rigid programming of many service providers and shelters.

The majority of chronically homeless individuals with mental illness also suffer from substance abuse and dependence. Individuals often self-medicate using street drugs, which can often lead to addiction and disease transmission from injected drug use.

In addition, this population typically has very poor physical health. With limited access to showers, beds, clean clothes, adequate nutrition and medical services, individuals often have poor hygiene and are unable to take necessary precautions against disease. As a result many individuals have physical problems that range from respiratory infections, skin diseases, tuberculosis and HIV.

This complex combination of symptoms make it incredibly difficult for people to obtain employment, support services and residential stability (National Coalition for Homeless, 2009). In effect, this population frequently goes through the revolving door of emergency rooms and county jails, effectively increasing social costs and exacerbating the social stigma related to homelessness.

Our Approach

Team HETED will create a specialized community-based PSH development in Glendale for individuals living with mental illness. We are committed to building a safe and supportive community that provides effective and comprehensive on-site services driven by the special needs of each individual community member (i.e. resident). All community members will hold leases and hold all tenant rights and obligations.

Partnering with PATH

Team HETED worked closely with PATH achieve throughout the process of developing our project.

“Since 1997, PATH Achieve Glendale has worked with homeless families and individuals. Instead of just providing for their basic needs (such as food and clothing), they have created a portfolio of tools and resources that help them move from the streets into permanent housing. Since 1997, 70% of PATH's shelter residents have moved into housing at the end of their two-three month stay. The success of shelter residents is dependent on their volunteers, donors, and staff working together to bring hope to the homeless.”

- PATH Achieve Website

While consulting with PATH on their approach for a PSH project, we discovered they had \$2 million in funds available to bring up to 20 PSH units to the city of Glendale. While PATH had secured the funds, they were just starting their search for potential development sites. We felt an opportunity existed to assist them in their search, and work off the plan they already had in place. Initially PATH was considering implementing the 20 PSH units through the development of several small 4-8 unit sites spread throughout the city. After identifying multiple sites to fit this model, we determined it would not be financially feasible to develop properties this small and would be challenging to integrate on-site services for each property.

We then determined our acquisition criteria would be most practical targeting existing structures for renovation and light redevelopment that were capable of providing over 14 units each. This became the basis for our search.

Site Selection Process

To select a site we used a top-down approach, starting with a review of the city of Glendale General Plan to determine the location of residential zones throughout the city. We looked through the zoning code to see if there was a specific zone that allowed Permanent Supportive Housing (PSH) and determined the most appropriate classification was under Residential Congregate Care Facilities, which is only permitted in medium to high density zones and requires a Conditional Use Permit (CUP.)

From there we contacted a local broker who specialized in multi-unit residential properties in Glendale. We also browsed the Multiple Listing Service database and Loopnet.com, a property listing website. Our team reviewed several sites that were zoned medium-to-high density residential and located in areas close to the required amenities for a PSH project such as hospitals, parks, public transit, and grocery stores.

One challenging aspect of finding potential sites was Glendale's strong real estate market which has very high occupancies and strong rents, making properties very expensive.

After selecting multiple sites had the potential to accommodate up to 20 units, we applied each sites zoning restrictions and incentives to see which site had the most potential and capabilities to meet our projects goals. Key zoning mandates to review included parking ratios, setbacks, height restrictions, minimum unit size, density and design requirements, as well as incentives and bonuses for building affordable housing.

We determined the following site on Rock Glen Ave. offered the most potential as a replicable and feasible PSH project.

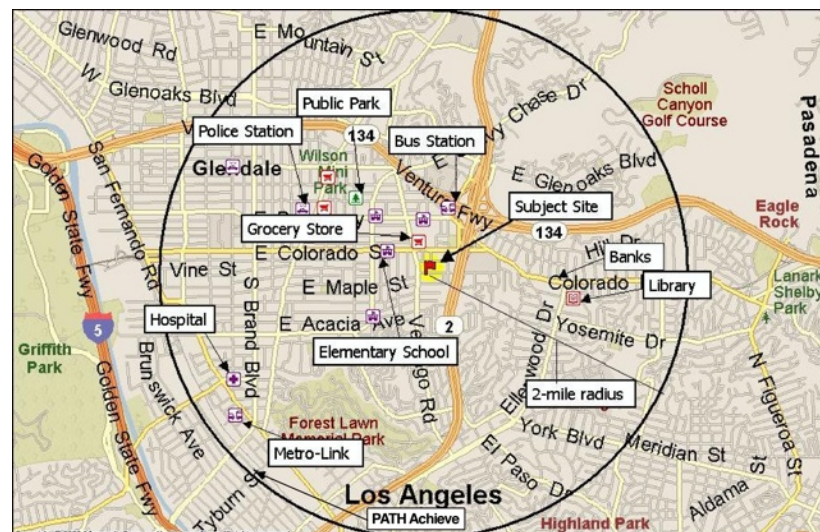
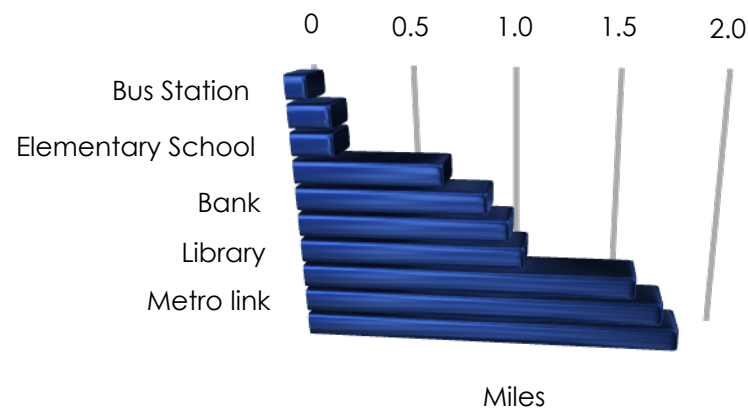
Proposed Project Location

1408-10 Rock Glen Ave., Glendale, CA 91205



The site we selected was built in 1923 on a 20,038 sq. ft. lot and includes 9 bungalow style units surrounding a central courtyard. Offered for sale at \$1,395,000 and 100% occupied, this property is positioned between a 4-unit multi-family building to the east and an Auto Body shop to the west. South of the subject site is a mid-size multifamily property.

As shown on the following diagrams, our site is located within two miles of the various amenity requirements for a PSH project.



Entitlements

The subject site is zoned R2250 and allows for one unit per 2,250 sq. ft. of lot area. However since our lot is 100' wide, zoning allows us one unit per 1,800 sq. ft. of lot area.

Standard entitlement permits us to have 11 units on this lot (20,038 / 1,800 = 11.13 or 11 units).

Since we are building a Permanent Supportive Housing project on the site, it qualifies for an Affordable Housing Density Bonus of up to 35%. Since our project is 100% affordable housing units we qualify for the entire 35% bonus, bringing out total allowable units to 15 (11.13 x 1.35 = 15 units).

In order to get entitlements for 15 units on this site we had to investigate the following issues:

Parking

The parking requirement in this zone is two parking spaces per unit. However, since we are a 100% affordable housing project we qualify for a parking incentive of one parking space per unit. Each parking space is required to be 18' x 8.5' or 153 sq. ft. Guest parking requirements add an additional 1/4 parking space per unit.

Parking Variance

In order to make the subject site work for 15 units and be financially feasible we will need to request a parking variance to allow for 13 parking spaces, which breaks down as follows - 0.5 spaces per SRO unit plus 2 spaces for the managers unit plus 1/4 space per unit. (.25 x 15 = 13 spaces)

Minimum Unit Size

The city of Glendale has a mandatory minimum unit size requirement of 600 sq. ft. per unit which is large for an SRO unit and affects the number of residences we can have on our site.

Minimum Unit Size Variance

The city of Glendale currently doesn't have a zoning classification for SRO units and because of that our SRO units will fall under the general residential development standards which requires a minimum unit size of 600 sq. ft. In order for our project to work on a density level and within our redevelopment funding guidelines we will need to request a minimum unit size variance asking for a 350 sq. ft. minimum per unit.

Neighbor Property Environmental Concern

The neighbor property is a commercial piece that by its visual layout may have been a gas station in the past, which leads to concern over possible fuel leakage and environmental concerns. We would need to order a Phase 1 environmental report to verify.

Conditional Use Permit

A Conditional Use Permit is a request to allow special consideration for a specific use in a zone that the use isn't currently permitted under. This process can be lengthy and is estimated at 6 months for this project. It also requires a public hearing. (Glendale Zoning Ordinance)

We would request a CUP on the subject site because we believe the use of a PSH project most appropriately falls under the category of Congregate Care Residential Facility. The definition of Congregate Care Residential Facility is *“the use of a residence for the purpose of providing, for a fee, adult day care and/or twenty-four hour-a-day, non-medical residential living accommodations, for more than six (6) residents.”*(Glendale Zoning Ordinance)

Community Opposition and Outreach Strategy

As with all development and especially affordable housing projects, there will be members of the local community who will be opposed to new projects, mainly because they feel threatened their quality of life will be negatively impacted and/or their property values will be effected. While preparing a community outreach strategy, we recognize the importance of listening to and acknowledging the community’s concerns and then working together with them as much as possible to create a win-win situation. As a first step, we would identify key issues that concerned other communities who in the past had a similar project proposed. Most opposition in similar projects seem to be how the project would affect property values, traffic flow and crime rates. Since Permanent Supportive Housing is a new concept for the city of Glendale, we will spend extra time, early in the process, to educate the community on what PSH actually is and how our project is going to provide them with proper support to successfully integrate into the community. Besides hosting multiple community forums, we will also reach out to local community associations and interest groups such as Churches, business advocacy groups, community centers, as well as city governments and officials to ask for their support.

Project Description

This project is a hybrid between preservation and modern intervention. Our goal is for this project to be a viable precedent for creating other bungalow hybrid Permanent Supportive Housing (PSH) projects throughout Los Angeles County.

Single-story bungalow apartments arranged around a central courtyard were a common development in Southern California in the 1920’s. Many of these developments, like our Rock Glen site are in a simple spanish style with detached units and walk up porches.



One of the existing bungalows at 1408-10 Rock Glen Ave

Although few are registered as historic structures, municipalities and the community often view these developments in a positive light. Few developers want to be known for tearing down these structures.



This along with other factors such as zoning regulations and parking requirements make it difficult to convert these historic bungalow sites into market rate housing through rehabilitation or redevelopment. As a result, as these structures approach the century mark, many of them fall into disrepair as their value (and rental rates) decreases while their maintenance costs increase.

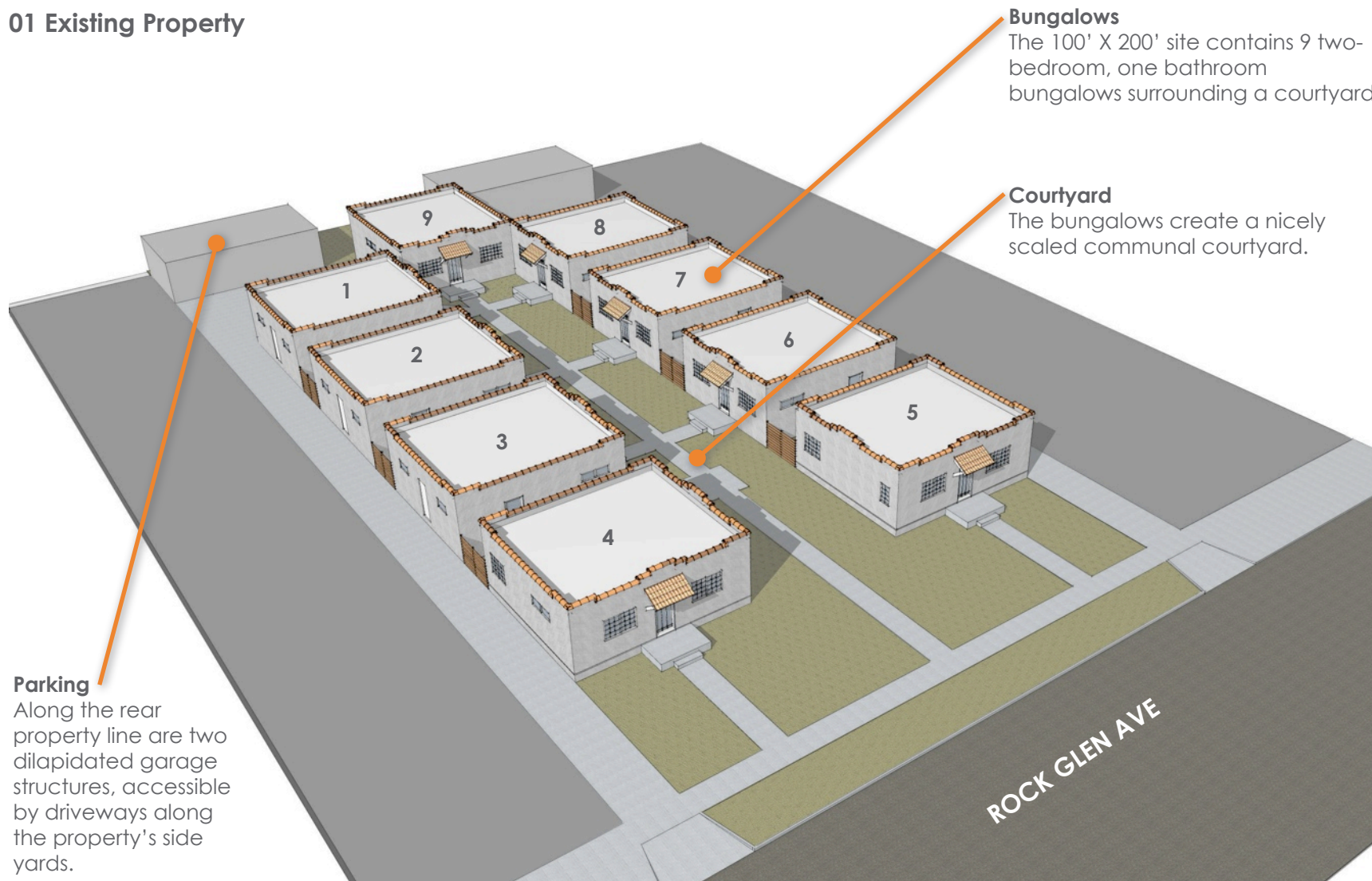
One of the ways in which these 1920's bungalow projects can be partially preserved and become a viable asset is to convert

them to Homeless Permanent Supportive Housing. These projects make great PSH candidates for the following reasons:

- *Density Bonus*
Redevelopment or rehabilitation of these bungalow projects into market rate housing is not feasible because they are often found in medium density zones that don't allow for an increase in density beyond what is already constructed. Cities such as Glendale provide density bonuses for affordable housing developments. Therefore, the density can be increased when redeveloped.
- *Parking Breaks*
PSH doesn't have a high parking demand. Many of these bungalow sites can be rehabilitated without the need to accommodate high parking counts.
- *Sense of Community*
The courtyard layout of these projects promotes neighbor interaction and a strong sense of community - a vital part of the rehabilitation process for PSH community members.
- *Partial Preservation*
The typical size of these bungalows are ideal for conversion to either one or two Single Room Occupancies (SRO) units per bungalow. Some of these 1920's bungalow developments would only require rehabilitation to become viable PSH projects. Others, like our site will require some demolition and redevelopment, however, the majority of the bungalows will be able to be preserved.

The following six step design narrative graphically shows the approach we took to developing this bungalow hybrid project.

01 Existing Property



Bungalows
The 100' X 200' site contains 9 two-bedroom, one bathroom bungalows surrounding a courtyard.

Courtyard
The bungalows create a nicely scaled communal courtyard.

Parking
Along the rear property line are two dilapidated garage structures, accessible by driveways along the property's side yards.



02 Demo + Rehab

Demo

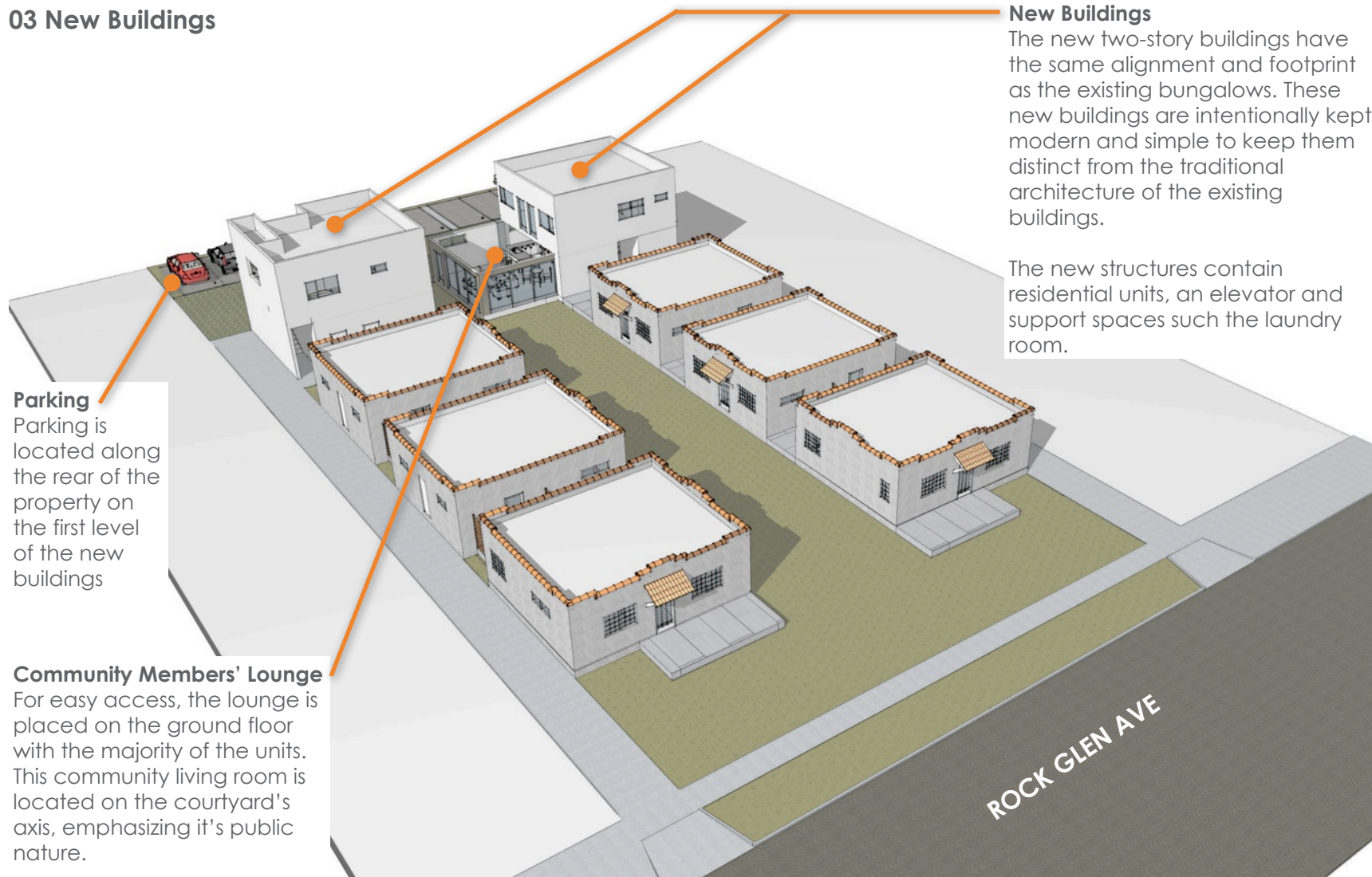
The existing garages and three bungalows in the rear are demolished to create space for parking, an increased unit count and community spaces.



Rehab

The remaining six bungalows are rehabilitated and split in half to create two SRO units per bungalow.

03 New Buildings



New Buildings

The new two-story buildings have the same alignment and footprint as the existing bungalows. These new buildings are intentionally kept modern and simple to keep them distinct from the traditional architecture of the existing buildings.

The new structures contain residential units, an elevator and support spaces such as the laundry room.

Parking

Parking is located along the rear of the property on the first level of the new buildings

Community Members' Lounge

For easy access, the lounge is placed on the ground floor with the majority of the units. This community living room is located on the courtyard's axis, emphasizing it's public nature.

ROCK GLEN AVE

04 The Community Deck

The Bends

The community deck bends up to create a visual and physical connection from the first to the second level.

The Deck

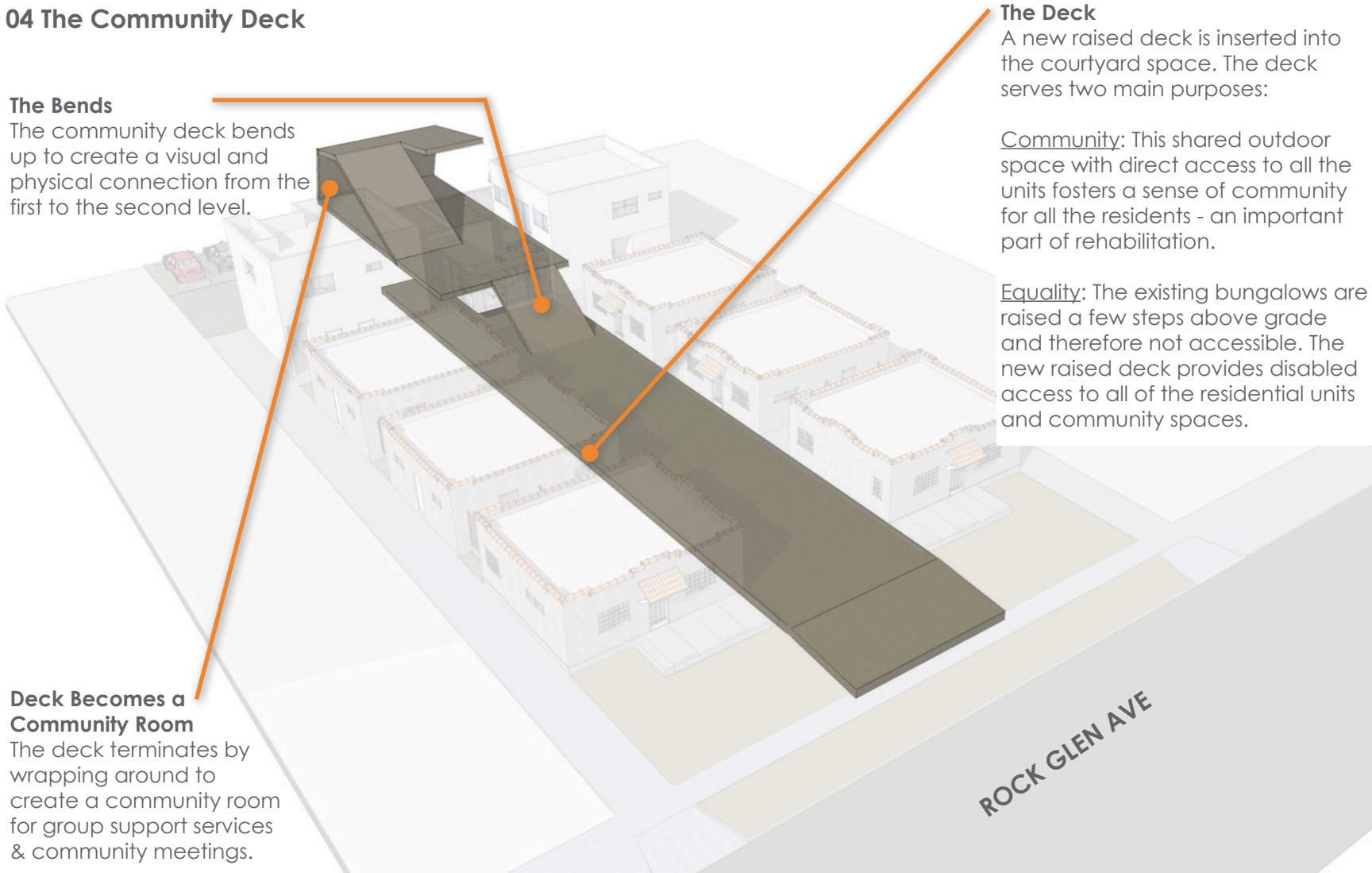
A new raised deck is inserted into the courtyard space. The deck serves two main purposes:

Community: This shared outdoor space with direct access to all the units fosters a sense of community for all the residents - an important part of rehabilitation.

Equality: The existing bungalows are raised a few steps above grade and therefore not accessible. The new raised deck provides disabled access to all of the residential units and community spaces.

Deck Becomes a Community Room

The deck terminates by wrapping around to create a community room for group support services & community meetings.



05 Modifying The Deck

Amphitheater

The ramped deck from the second level to the community room roof becomes an amphitheater.

Landscaping

Openings are cut into the deck to create landscaped areas.

Porches

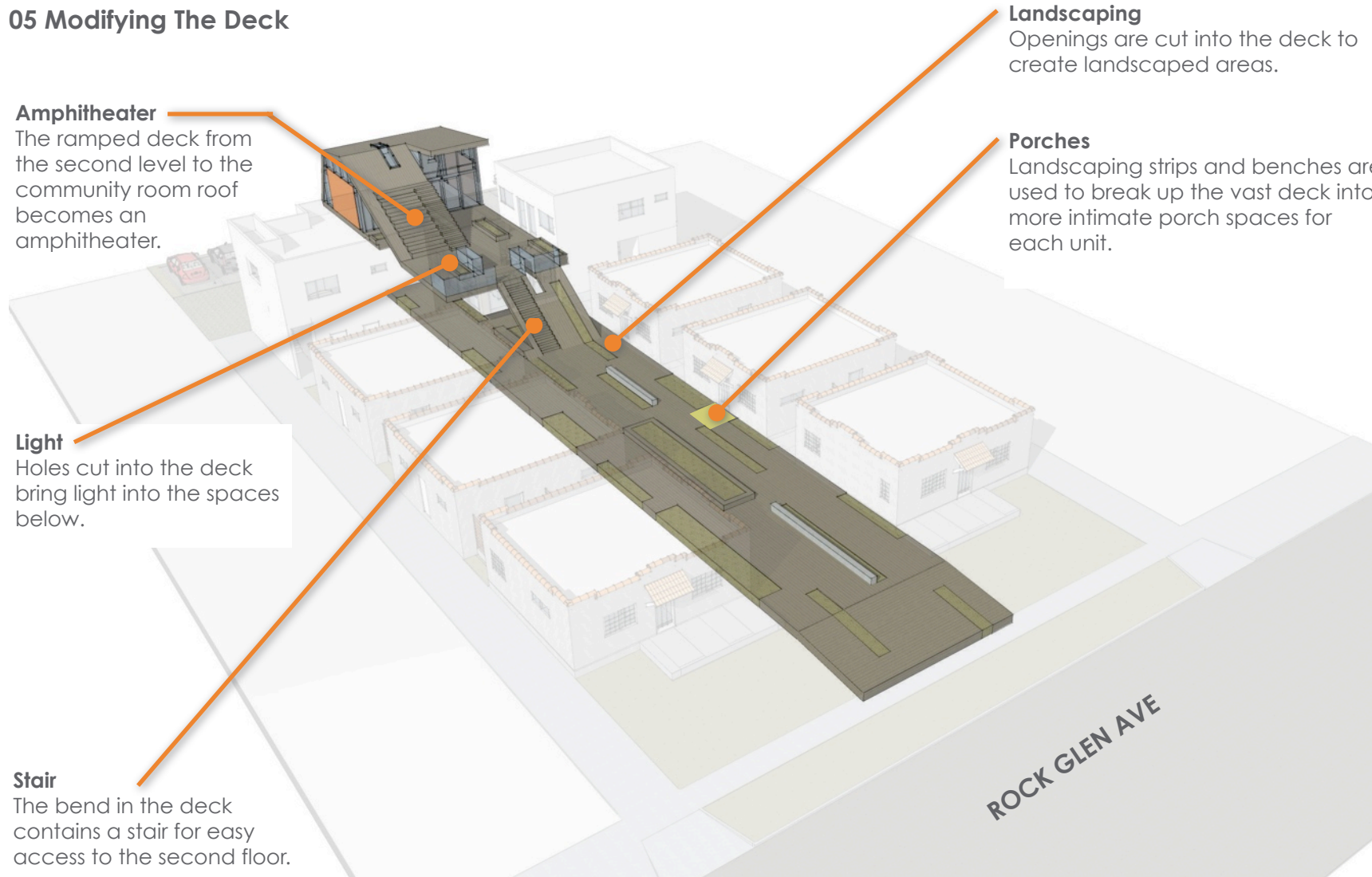
Landscaping strips and benches are used to break up the vast deck into more intimate porch spaces for each unit.

Light

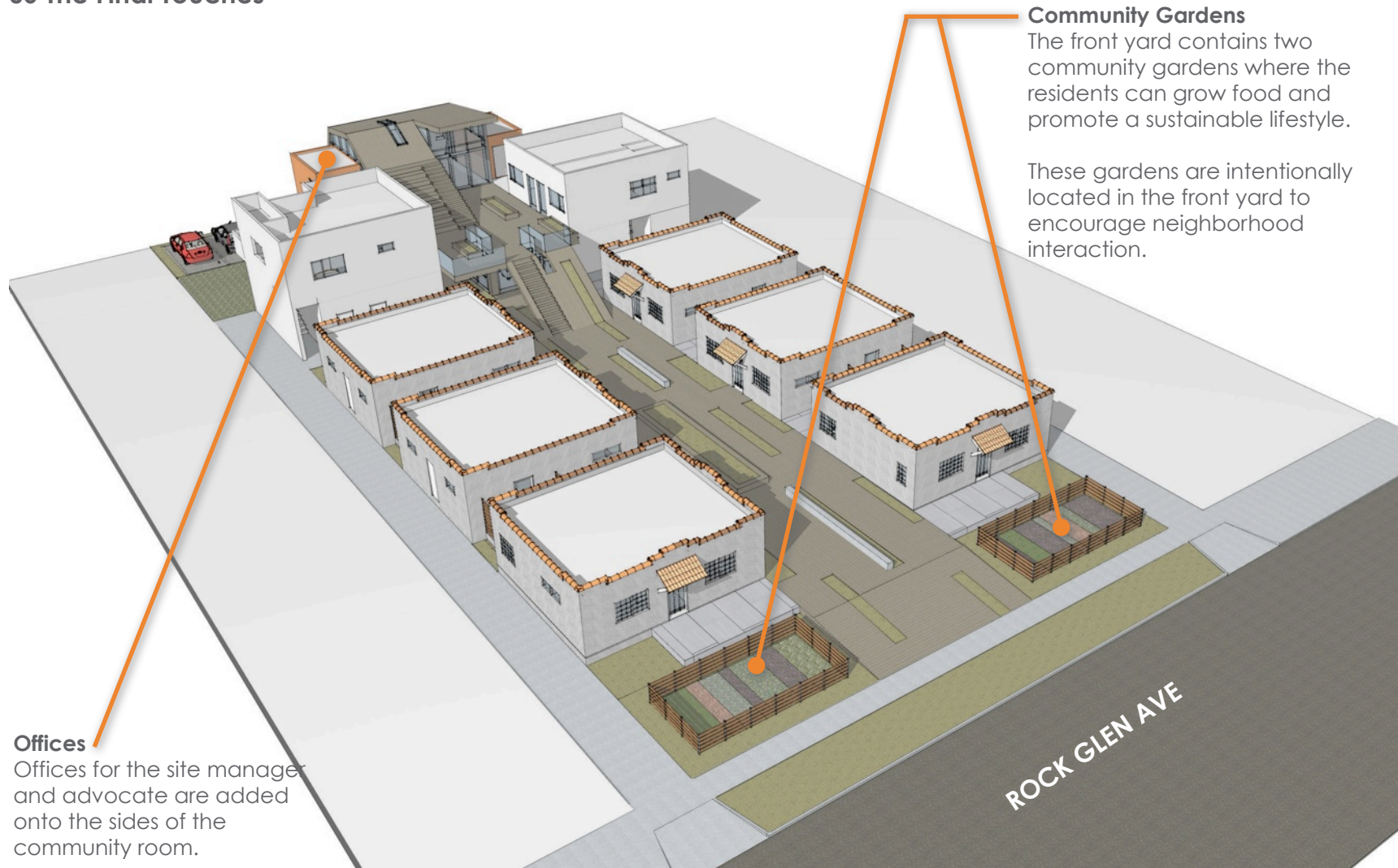
Holes cut into the deck bring light into the spaces below.

Stair

The bend in the deck contains a stair for easy access to the second floor.



06 The Final Touches



Offices

Offices for the site manager and advocate are added onto the sides of the community room.

Community Gardens

The front yard contains two community gardens where the residents can grow food and promote a sustainable lifestyle.

These gardens are intentionally located in the front yard to encourage neighborhood interaction.

ROCK GLEN AVE

Street Presence

By preserving the bungalows at the front of the property, the project maintains its familiar low scale presence at the street; a trait often looked upon favorably by neighbors and the city.

The front yard contains two new fenced in gardens for the residents.

Connecting to the Community

Instead of gating in the courtyard, we extended the new raised deck to the street emphasizing the project's connection to the surrounding community. The openness of the project will reduce the stigma associated with permanent supportive housing.



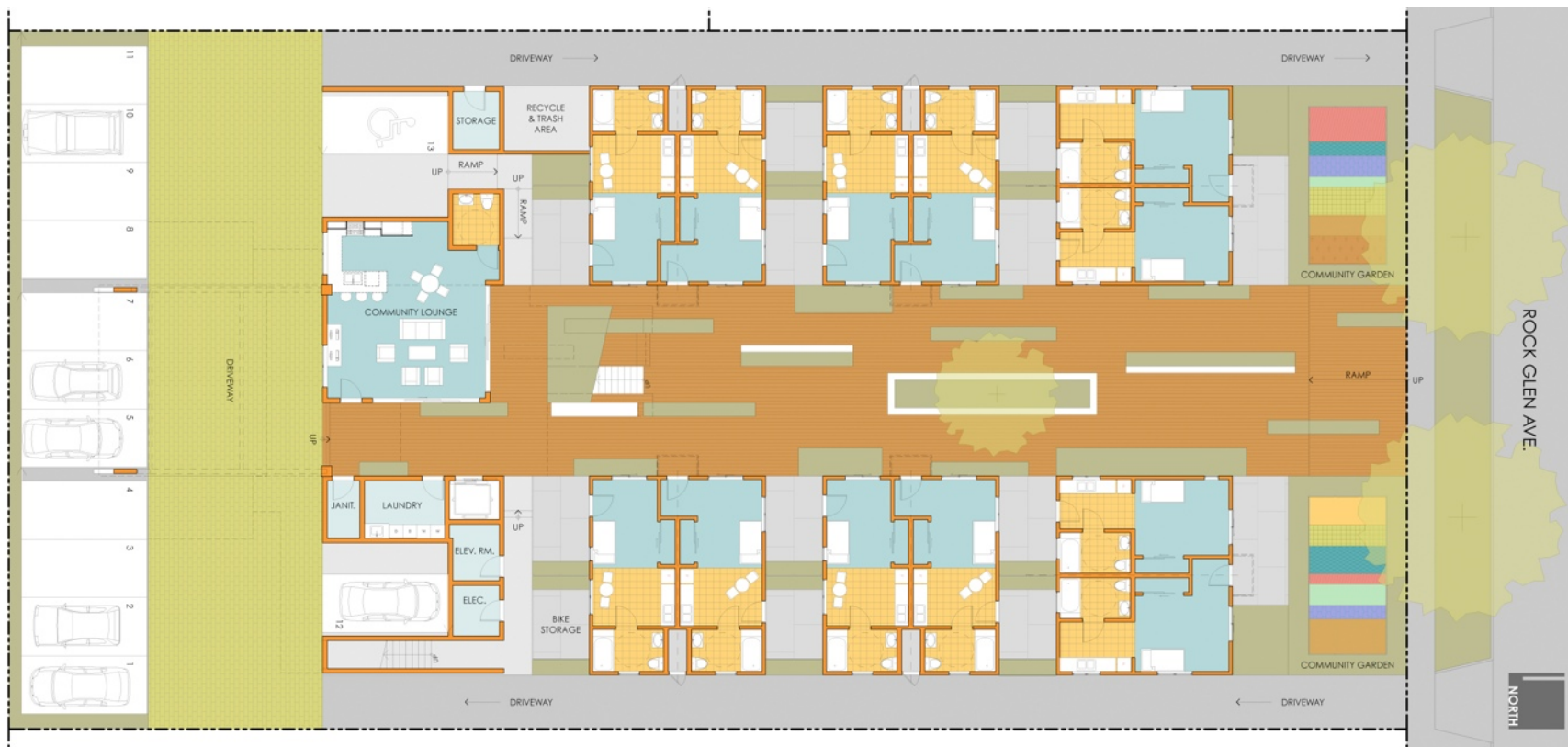
First Level Floor Plan

The first level of the project contains the following interior spaces:

- 12 - SRO Units (bungalow conversions) - 350 sq. ft each
- Community Members' Lounge and Restroom - 689 sq. ft
- Laundry Room - 95 sq. ft
- Storage, Elevator Room, Electrical Room & Janitor's Closet - 271 sq. ft

The first level of the project contains the following exterior spaces:

- Community Deck
- Community Gardens
- Recycle & Trash Area
- Parking for 12 Cars
- Bike Storage



Second Level Floor Plan

The second level of the project contains the following interior spaces:

- 2 - SRO Units (new construction) - 350 sq. ft each
- Site Manager's One-Bedroom Unit - 530 sq. ft
- Community Room & Restroom - 585 sq. ft.
- Site Manger's Office - 65 sq. ft.
- Advocate's Office - 120 sq. ft.

The second level of the project contains the following exterior spaces:

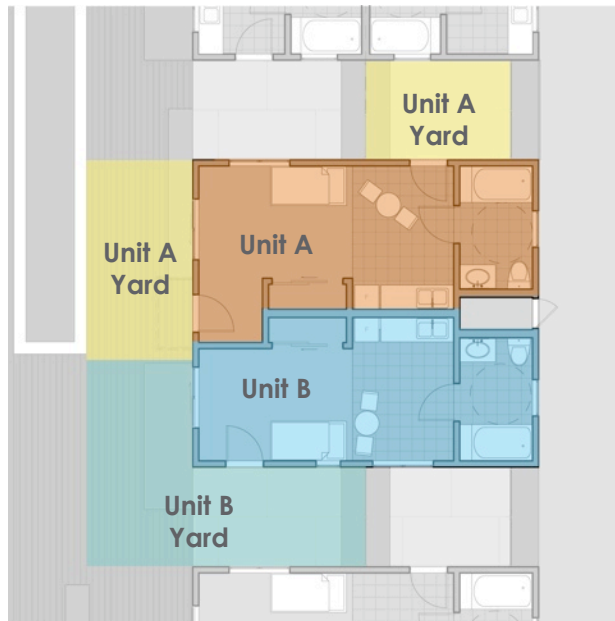
- Community Deck
- Amphitheater
- 2 stairs
- Elevator





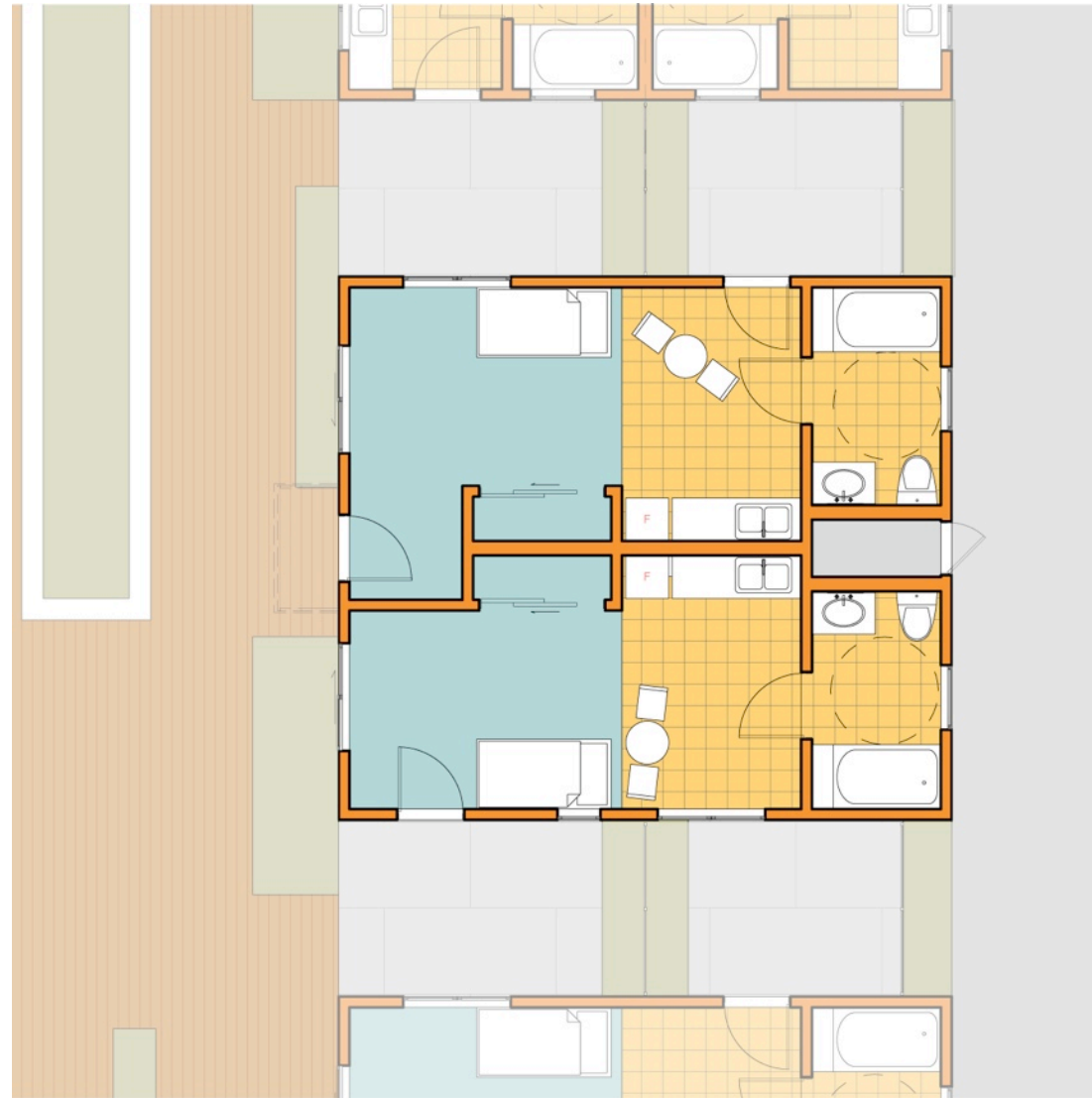
Bungalow Conversion

The six remaining two-bedroom bungalows on the site will be gutted down to the studs then rehabilitated and converted into 12 new SRO units. Careful attention was paid to preserving the historical nature of the bungalows while providing modern and efficient new units.



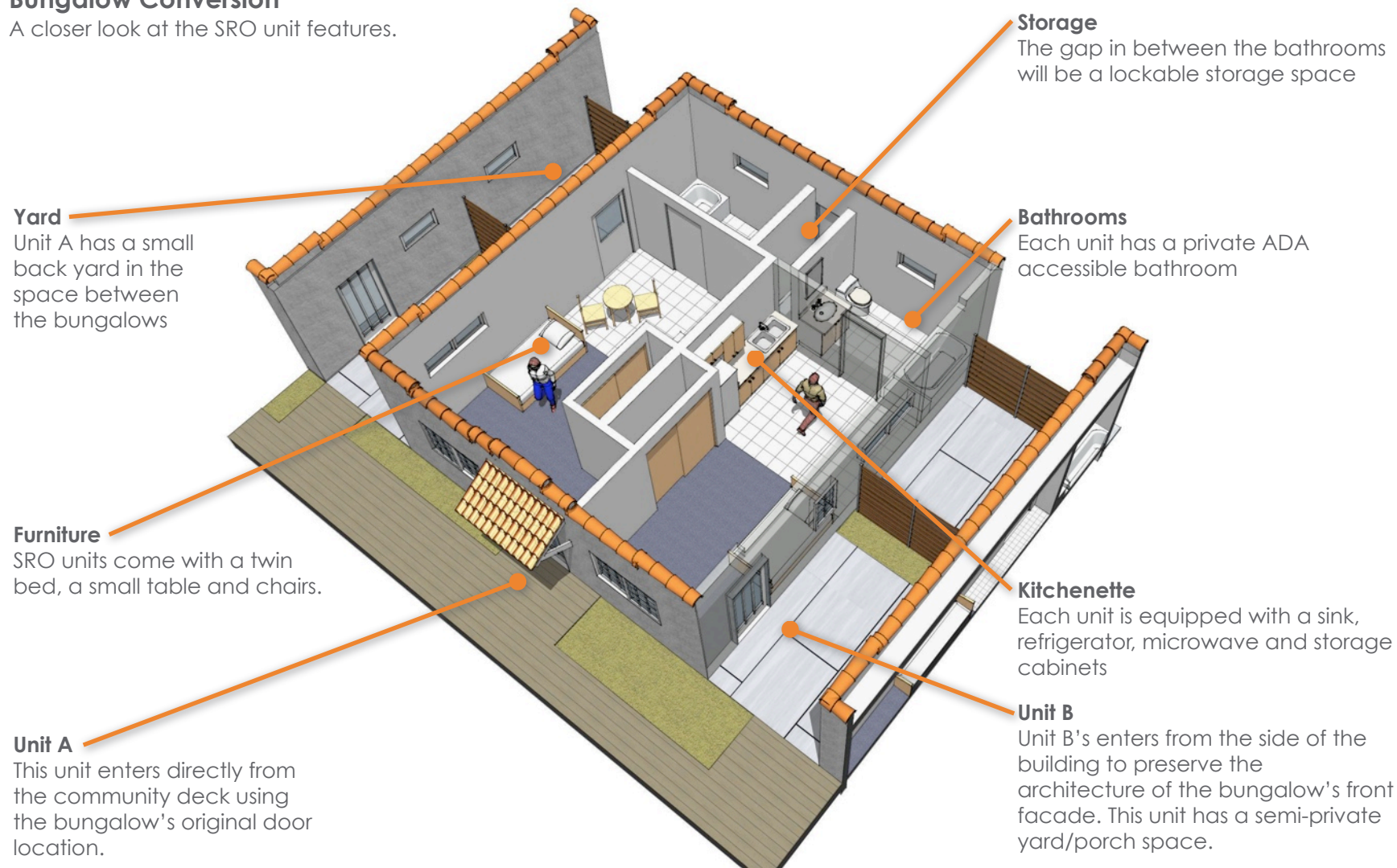
Plan Diagram

Diagram of how the bungalow is spit into two SRO units, each with their own outdoor space(s).



Bungalow Conversion

A closer look at the SRO unit features.



Yard
Unit A has a small back yard in the space between the bungalows

Furniture
SRO units come with a twin bed, a small table and chairs.

Unit A
This unit enters directly from the community deck using the bungalow's original door location.

Storage
The gap in between the bathrooms will be a lockable storage space

Bathrooms
Each unit has a private ADA accessible bathroom

Kitchenette
Each unit is equipped with a sink, refrigerator, microwave and storage cabinets

Unit B
Unit B's enters from the side of the building to preserve the architecture of the bungalow's front facade. This unit has a semi-private yard/porch space.

Outdoor Spaces

Living in small SRO units can feel constraining. That's why we put a lot of effort into designing outdoor spaces that facilitate resident interaction. Every unit has direct access to the abundant built-in seating and landscaping of the community deck.



Community Spaces

The community members' lounge was placed on the ground floor to be easily accessible for the majority of the residential units. With a full kitchen, dining table, seating area and computers, this room is the members' communal living room. A space for both daily meals as well as special holiday celebrations

The second floor contains the community room and the outdoor amphitheater.



Community Room

The heart of the project is the community room. This space is designed to feel light, open and flexible. A place where residents can enjoy fun activities like art and music while also undergoing more serious therapy sessions.

Curtains will transform the space from open to private depending on the nature of the activity occurring. Even with the curtains drawn, the room will have plentiful natural light and views of the sky.

The important nature of the community room can even be seen from the rear of the property where it floats over the parking area.

The orange boxes attached to the sides of the community room contain a restroom and the site manger's and advocate's offices.

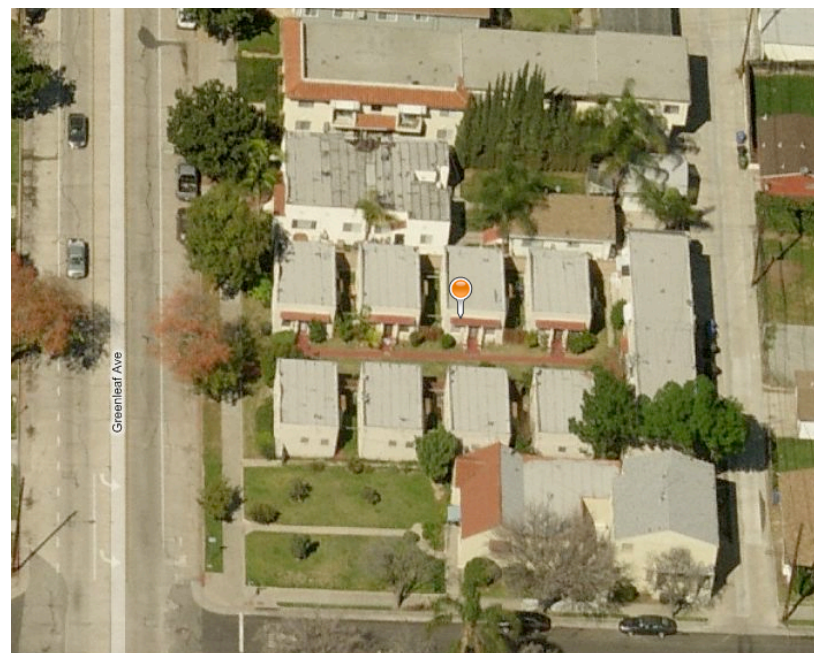


Project Scalability

Our approach to this project was to create a model that is adaptable to similar property types within Los Angeles County. From the large pool of similarly sized and priced 1920's bungalow courtyard properties in Los Angeles County, we selected a few sample sites to test our model.

6248 Greenleaf Ave., Whittier, CA 90601

This property was built in 1923 and consists of 11 units in a desirable & central location of Whittier, CA. There are 8 1 bed, 1 bath bungalows as well as a larger 3 unit building in the back of the property. This is a very similar layout to our subject property, and would be a fairly replicable design implementation, converting the front 6 bungalows into SRO units and either converting or demolishing and rebuilding the back buildings to incorporate a community room, community lounge, parking, offices, a site manager's unit and possibly additional SRO units.



Price - \$1,499,000

5022 Wall Street, Los Angeles, CA 90011



This project was constructed in 1921 and is situated on a 9,235 sq. ft. lot with approximately 4,578 rentable sq. ft. within 7 separate bungalow style buildings. The property is very similar to our subject site with 7 original buildings and a central courtyard. As you can see from the photos, this site is a bit run down and could serve as a prime property for renovation into PSH.

Price - \$975,000



503 S Los Robles, Pasadena, CA 91101



This property was built in 1922 and is located in the city of Pasadena which is very comparable to the city of Glendale, where property values and occupancy rates are high. The property consists of 6 buildings, totaling 3,761 sq. ft. on a 17,324 sq. ft. lot. Four of the buildings are 1-bed, 1-bath bungalows along with a studio and a large 3-bed building in the rear of the lot.

Price - \$1,545,000



Program Design

Our program will utilize the community-based architectural design to create a healing and nurturing community with member-driven advocacy and on-site voluntary support services, to help 14 chronically homeless individuals living with mental illness maintain housing stability, improve their quality of life and increase their independence.

Theoretical Framework

Housing First:

The *Housing First* Model believes that the most pressing need of a homeless person with mental illness is finding a safe, stable and tolerant place to live. Once housed, an individual will be more able and likely to address the other barriers and difficulties in their lives such as substance use, mental health, employment and other barriers to independence. Research shows that Housing First models lead to higher rates of housing retention and improved quality of life and independence than continuum of care models where services are required for tenancy (HUD, 2008).

The Community Model:

The Community Model, developed by Lamp Community of Los Angeles and OPCC of Santa Monica, California over the last 20 years, is a highly successful, innovative and comprehensive approach to combating homelessness. The model is particularly effective at engaging chronically homeless adults with mental illness, including those with dual-diagnoses and other special needs (Shelter Partnership, 2005). The model aims to end people's homelessness in a more flexible, open,

practical, and supportive environment than traditional (more punitive) homeless programs.

We chose this model not only because of its great success in reaching our target population, but also because we share its commitment to the empowerment and independence of individuals. The community-based architectural design will help facilitate program implementation.

The Community Model is generally used in large service organizations that provide an array of services from emergency shelter and food distribution to case management and housing placement. As a smaller-scale permanent housing project, we will apply the general philosophies of the Community Model to guide our approach to on-site service delivery and community development.

The Community Model has two overarching service philosophies: *harm reduction* and *community building*. The model upholds these principles through providing housing placement, services and support components. Each element empowers the other and is seen as essential to the model's overall success.

- **Harm Reduction-** practical and flexible treatment strategies focused on reducing negative consequences of addiction and mental illness. Harm Reduction strategies "meet people where they are at" and address the *conditions* of use and treatment rather than require abstinence from drug or alcohol use and/or participation in mental health treatment.
- **Community Building-**Continual, collective efforts by staff and community members to include every individual in the greater whole and foster the power of community to help improve the lives of each member.

The majority of services are provided on-site to promote the highest level of community.

- **Housing, Service and Support Services-** Housing stability is the number one priority. All support services and programs components facilitate accessibility, stability and personal development.

Philosophy

- Improving the quality of life-of the individual, community, and larger society is the primary criteria for measuring success.
- Self-determination/Choice is essential for recovery. All individuals are competent decision makers. Support services use education and guidance to help individuals make most informed decisions that are right for them.
- Community members are the primary agents of change-All individuals have the power to help themselves, and support and encourage those around them.
- All services are voluntary, non-coercive, loosely structured and tolerant-All members determine the level of participation they feel comfortable with. Each member is expected to progress at his or her own pace. Participation will be highly encouraged, however there will be no penalization (e.g. removal of housing or services) for relapse or lack of participation
- All services are consistent-Daily routines, predictable staff hours, and activities are essential to create balance and order in the volatile lives of the chronically homeless.
- Accessibility and Integration-Services are open to all members. Staff maintain an open-door

policy and are emotionally accessible to members. Staff also integrate different community model programs and best practices as much as possible. Members are encouraged to utilize a wide variety of services.

- Diversity- Staff should reflect the racial, ethnic, socioeconomic, sexual orientation, gender and educational diversity of the members.

Program Components

Using the Principles from Lamp's Community Model and best-practice recommendations from HUD and PATH, our program will have three main interrelated components:



Advocacy

We will create an Advocacy Program that will take the place of traditional case management. Case managers typically create service plans for clients and provide assistance with applications for entitlements and housing, while linking clients to support services. Though case management can be effective, many individuals living with mental illness feel disempowered by their lack of power in decision-making and find it difficult to comply with such strict and linear service plans. Accordingly, we will create a more open, flexible and member-driven advocacy program that still maintains the traditional services of case management. The advocacy program will aim to: 1) increase personal commitment to treatment compliance; and, 2) empower members to take responsibility for improving their lives.

For example, instead of case managers taking charge of maintaining the progress of homeless individuals, members will be in charge of their own service plans. They will set their own goals for recovery and stabilization while receiving guidance from Advocates as they learn to become their own case managers. Service plans will highlight each individual's strengths as a way to overcome barriers to independence, assist with entitlements, budgeting, medication management and linkages to specialized treatment and services.

A full-time Advocate will be on staff to assist members with managing their progress and to continuously assess the needs of members.

To compliment the work of the Advocate, there will also be a part-time Peer Advocate (i.e. community member) that is elected by the members and Advocate to facilitate

communication between staff, members and the local community. The Peer Advocate will also assist in overall service delivery and community-development.

Comprehensive Support Services

The Advocate will regularly assess and evaluate the each member's needs throughout the duration of their stay. Based on the individual needs of members, the Advocate will bring specialized support services to the community s. It will be the Advocates' responsibility to bring on-site services from outside organizations (i.e. in-kind donations). If a need cannot be met on-site, the Advocate will provide referrals to other local organizations. Services will primarily be offered during daytime hours to encourage active daily participation and decrease potential issues of loitering and substance use.

Potential Services will include and are not limited to:

- Mental Health Services
 - Individual and Group Counseling
- Psychiatric Services
 - Evaluations, prescriptions and monitoring
- Medical and Health Services
- Medication Management
- Substance Abuse Counseling
- Specialized HIV/AIDS Care Management
- Money Management and Budgeting
- Assistance with Benefits and Entitlements
- Healthy Living Education
- Hygiene, Physical Health and Nutrition
 - Aerobics, yoga, dance instruction
 - Cooking and nutrition classes

- Daily Living Skills Training
 - Laundry, food preparation, housekeeping, public transportation usage
- Socialization and Recreational Outings
- Stress/Anger Management
- Conflict-Resolution Training
- 24-Hour Emergency Intervention
- Sex Education and STD Prevention
- Violence Prevention
- Victim Services
- Art/Music Therapy
- Employment Training and Placement
- Education Assistance
 - GED Classes, Community College access
- Computer Literacy Classes
- Political Education
- Animal/Pet Care
- Diversity and Cultural Competency Training
- Referrals to other desired service providers

3) Community-Building

We are committed to building community both on-site between resident members, as well as off-site with the greater Glendale and Los Angeles community.

Providing a community of residents with similar needs will increase comfort and more easily facilitate social interaction and a sense of community. To help decrease member's social anxiety and lack of trust, there will be frequent community meetings, social groups, and opportunities for members to practice social and communication skills. Members will be encouraged to use their voice and participate in the decisions, policies and "community rules" that impact their lives.

To decrease the stigma of homelessness and mental illness and improve relations with the local community, we will promote volunteer opportunities with local non-profit organizations such as PATH. Volunteering will further increase members' social skills, self-esteem and job readiness. In addition, we will provide volunteer opportunities for the local community to come on-site and engage with members. We will make an active effort to establish relationships with local businesses and neighborhood groups through participation in community forums, community boards, and local elections.

Additionally, we will provide opportunities for participants to participate in social media outlets on the internet such as Myspace, Facebook and Twitter. According to the popular homeless advocate Mark Horvath from Invisible TV, involving the homeless in social media is vital to improving the visibility of the homeless problem and increasing the political power of the homeless population. Providing such an outlet will also increase computer literacy and increase opportunities for employment.

Program Evaluation

The program will undergo continual evaluation based on input from community members, Advocates and other local and national best practices. There will be consistent mechanisms in place so that community members can safely address their concerns and opinions. Changes to the program will be made accordingly to maintain the highest level of success.

Funding Sources

In determining how to finance the purchase, rehabilitation, new construction, and operating costs involved in our project, we considered a number of factors specific to the location in Glendale. However in keeping with PATH Achieve Glendale's wishes, we attempted to create a model for financing that could be replicated in other cities similar in size to Glendale. The most significant factor in the model however, remains the involvement of PATH Achieve Glendale. The fact that PATH would own the development opens up a number of options for funding sources that require the development to be owned and managed by a non-profit corporation. PATH's reputation and experience also allowed them to obtain enough federal, state, and local grant funding to cover essentially the entire acquisition and pre-development of the property. Based on our assumptions, the total cost of acquisition, pre-development, rehabilitation, and new construction on the project is approximately \$5 million. Our assumptions provide for operating costs of approximately \$4500 per unit before reserves, significantly above the CTCAC's threshold requirements for tax credit funding. While these high costs reflect the high level of service needed to support a development targeting an entirely homeless population, they also reflect the small number of units involved in the project. With only 14 revenue generating units, it is difficult to offset per-unit costs.

Using a 6.2% Cap Rate and our projected NOI at the time of loan maturity, we believe our property value, combined with the nearly \$1.37 Million in reserves, will be enough to cover the payback of the loans. This is without taking into consideration loan paydowns from residual receipts, in which case the loan balances would be smaller at the time of maturity.

Acquisition & Pre-Development Financing

PATH Achieve Glendale – Government Grants Through HUD, FEMA, City of Glendale, LA County

PATH Achieve Glendale is Glendale-based non-profit entity that provides coordinated services for homeless residents in the greater Glendale area. As part of an ongoing initiative to fight homelessness, PATH Achieve Glendale has secured approximately \$1.5MM in government grants for use in developing permanent supportive housing for homeless Glendale residents. PATH Achieve Glendale applied for and received the grants as part of a two-pronged approach to solving the problem of homelessness in the Glendale area. Approximately \$2MM in additional grants will go to fund the acquisition and pre-development of a new state-of-the-art access center, run by PATH Achieve Glendale, that will provide emergency housing and services to homeless citizens directly off the street. PATH Achieve Glendale, in conjunction with the City of Glendale and HUD, views Permanent Supportive Housing is the next and most important step in the continuum of care for the area's homeless population.

Construction Financing

Construction Bridge Loan

In order to finance the rehabilitation and new construction involved in the project, we assume that we will take out a conventional construction "bridge" loan in the amount of \$800,000 at 5.5% interest, with a term of 24 months.

City of Industry Funds

We will apply for \$1.3 Million of City of Industry Funds financing for use during construction. Our development falls within the required 15 mile radius of City of Industry and also meets the

requirements of at least 35% of total units restricted to 50% AMI or below and serving a special needs population. The City of Industry Funds financing would be a soft loan with a 55 year term and 3% simple interest. The loan principal and accrued interest would be due after 30 years. Interest on the loan is deferred until the project has been permanently converted.

Affordable Housing Program (AHP) 0% Interest Loan

The Affordable Housing program provides subsidies during construction for projects that exceed the requirement of 20% of the units dedicated to very-low income households. Based on funds awarded in the last year to developments comparable in size and purpose in, we believe we could procure approximately \$450,000 in funding from the program. The loan has a 0% interest rate and a 30 year term.

Investor Equity From - 9% Low Income Housing Tax Credits (LIHTC)

We would request 9% Low Income Housing Tax Credits (LIHTC) from the California Tax Credit Allocation Committee from the special needs set-aside. Our project will target a homeless population almost exclusively and will have a strong focus on a homeless population that also requires mental health and addiction treatment services. Assuming a conservative \$0.65 per credit, this program would provide \$957,321 in investor equity during construction.

Permanent Financing

Mental Health Services Act (MHSA) – Capitalized Operating Subsidies

The MHSA Housing program provides capitalized operating subsidies for developments that receive capital costs funds, for

units at or below 50% of AMI. In units that use capitalized operating subsidies, the tenant portion of rent must be at or lower than 30% of the current SSI/SSP grant amount. We conservatively assumed tenant rent payments at 20% of the current SSI/SSP grant amount.

Capitalized operating subsidies of up to \$100,000 per unit are available for 20 years and are distributed quarterly to borrowers. The remaining awarded subsidies will be kept in reserve in an interest-bearing account. With all 14 of our supportive housing units targeting individuals who would qualify under MHSA requirements, we project that we would apply for approximately \$1.4 Million in subsidies.

Mental Health Services Act (MHSA) – Residual Receipts Loan for Capital Costs

The MHSA provides residual receipts loans for capital costs associated with permanent supportive housing developments. In order to make our project feasible we would need to apply for approximately \$2 Million in residual receipts funding.

These loans have terms of 20 years and a simple interest rate of 3%. These loans require a 0.42% servicing fee for the first two years, payable in a lump sum at loan closing. They also require a 1% origination fee

Additional Equity and Grant Funding Through PATH Achieve Glendale

In our conversations with the board members of PATH Achieve Glendale and with Glendale city officials, we were informed that once the development has taken shape, there will be additional equity and grant funds available to support the operating costs of running the development and providing



supportive services to its residents. We projected that over 20 years, approximately \$750,000 in additional funds would be available for operations through PATH Achieve Glendale and the City of Glendale.

Excess Construction Funding – City of Industry Funds, Affordable Housing Program

The excess funds from City of Industry Funds and the Affordable Housing Program beyond what is used for construction, since they do not need to be paid back for 30 years, will be used as permanent sources to support operations costs.



Resources

2010 Homeless Count, City of Glendale
<http://www.achieveglendale.org>

California Institute for Mental Health
<http://www.cimh.org>

Corporation for Supportive Housing
www.csh.org

Glendale News Press
www.glendalenewspress.com

History of Glendale
<http://en.wikipedia.org>

Loop Net.com
www.loopnet.com

"L.A. Conservancy awards preservation projects"
March 27, 2010 | Mary MacVean, Los Angeles Times
<http://articles.latimes.com/2010/mar/27/home/la-hm-conserve-20100327>

Source - LA Life, Website - http://lalive.com/address/610_S_Verdugo_Rd_Glendale_CA_91205/neighbors

US Census

Shelter Partnership (2005): Ending Chronic homelessness among people with Mental Illness: The Community Model

Shelter Partnership (2006) Los Angeles County Homelessness Fact Sheet #1

www.ShelterPartnership.org

The U.S. Department of Housing and Urban Development (HUD) (2007). Defining Chronic Homelessness: A Technical Guide for HUD Programs

HUD (2008), Developing the Supportive Housing program

HUD Homelessness Resource Exchange www.hudhre.info

Corporation for Supportive Housing (2006). FAQ's about Supportive Housing Research: Are Housing First Models Effective?

U.S. Conference of Mayors (2008)

National Coalition for the homeless, 2010

California Department of Mental Health. Mental Health Services Act Housing Program Application. August 2007.

California Housing Finance Agency. Mental Health Services Act Housing Program. September 2009.

California Housing Finance Agency. Recommendations for Multifamily Design & Materials. November 2007.

City of Glendale, California. 2009-2010 Planning Department Fees. October 2009.



DEVELOPMENT COMPETITION GLENDALE CA



	Acquisition/ Pre-Dev		Rehab		Lease-Up																
	Aug-10	Aug-11	Aug-12	Aug-13	Aug-14	Aug-15	Aug-16	Aug-17	Aug-18	Aug-19	Aug-20	Aug-21	Aug-22	Aug-23	Aug-24	Aug-25	Aug-26	Aug-27			
Gross Rental Income	\$ -	\$ -	\$ 40,656.00	\$ 41,875.68	\$ 43,131.95	\$ 44,425.91	\$ 45,758.69	\$ 47,131.45	\$ 48,545.39	\$ 50,001.75	\$ 51,501.80	\$ 53,046.86	\$ 54,638.26	\$ 56,277.41	\$ 57,965.73	\$ 59,704.71	\$ 61,495.85	\$ 63,340.72			
MHSA Subsidized Income	\$ -	\$ -	\$ 70,000.00	\$ 71,820.00	\$ 73,687.32	\$ 75,603.19	\$ 77,568.87	\$ 79,585.66	\$ 81,654.89	\$ 83,777.92	\$ 85,956.14	\$ 88,191.00	\$ 90,483.97	\$ 92,836.55	\$ 95,250.30	\$ 97,726.81	\$ 100,267.71	\$ 102,874.67			
Misc. Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
Adjusted Gross Income	\$ -	\$ -	\$ 110,656.00	\$ 113,695.68	\$ 116,819.27	\$ 120,029.10	\$ 123,327.56	\$ 126,717.11	\$ 130,200.28	\$ 133,779.67	\$ 137,457.95	\$ 141,237.86	\$ 145,122.23	\$ 149,113.97	\$ 153,216.04	\$ 157,431.52	\$ 161,763.56	\$ 166,215.39			
Vac. Loss (25% - Lease-Up, Stabilized @ 10%)	\$ -	\$ -	\$ (27,644.00)	\$ (17,054.35)	\$ (11,681.93)	\$ (12,002.91)	\$ (12,332.76)	\$ (12,671.71)	\$ (13,020.03)	\$ (13,377.97)	\$ (13,745.79)	\$ (14,123.79)	\$ (14,512.22)	\$ (14,911.40)	\$ (15,321.60)	\$ (15,743.15)	\$ (16,176.36)	\$ (16,621.54)			
Total Revenue	\$ -	\$ -	\$ 82,992.00	\$ 96,641.33	\$ 105,137.34	\$ 108,026.19	\$ 110,994.80	\$ 114,045.40	\$ 117,180.25	\$ 120,401.70	\$ 123,712.15	\$ 127,114.08	\$ 130,610.01	\$ 134,202.57	\$ 137,894.43	\$ 141,688.37	\$ 145,587.20	\$ 149,593.85			
PATH - Government Grant Distribution	\$ 1,576,813.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
Construction Loan Distribution	\$ -	\$ 800,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
LIHTC Tax Credit Distribution	\$ -	\$ 957,321.64	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
City of Glendale - Operations/Funding	\$ -	\$ -	\$ 53,125.00	\$ 53,125.00	\$ 53,125.00	\$ 53,125.00	\$ 53,125.00	\$ 53,125.00	\$ 53,125.00	\$ 53,125.00	\$ 53,125.00	\$ 53,125.00	\$ 53,125.00	\$ 53,125.00	\$ 53,125.00	\$ 53,125.00	\$ 53,125.00	\$ 53,125.00			
AHP Funding	\$ -	\$ -	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00			
COI Permanent Loan Distribution	\$ -	\$ 650,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
MHSA Permanent Loan Distribution	\$ -	\$ -	\$ 920,000.00	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00			
Excess Construction Funds (Distribute To Op.)	\$ -	\$ -	\$ 67,141.08	\$ 67,141.08	\$ 67,141.08	\$ 67,141.08	\$ 67,141.08	\$ 67,141.08	\$ 67,141.08	\$ 67,141.08	\$ 67,141.08	\$ 67,141.08	\$ 67,141.08	\$ 67,141.08	\$ 67,141.08	\$ 67,141.08	\$ 67,141.08	\$ 67,141.08			
Total Financing Availability	\$ 1,576,813.00	\$ 2,407,321.64	\$ 1,062,766.08	\$ 1,766,766.08	\$ 1,766,766.08	\$ 1,766,766.08	\$ 1,766,766.08	\$ 1,766,766.08	\$ 1,766,766.08	\$ 1,766,766.08	\$ 1,766,766.08	\$ 1,766,766.08	\$ 1,766,766.08	\$ 1,766,766.08	\$ 1,766,766.08	\$ 1,766,766.08	\$ 1,766,766.08	\$ 1,766,766.08			
Total Prop. Taxes, Ins. Replacement Res.	\$ -	\$ -	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00			
Total Fees	\$ -	\$ -	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00			
Total Payroll	\$ -	\$ -	\$ 20,045.27	\$ 21,785.22	\$ 22,438.77	\$ 23,111.94	\$ 23,805.29	\$ 24,519.45	\$ 25,255.04	\$ 26,012.69	\$ 26,793.07	\$ 27,596.86	\$ 28,424.77	\$ 29,277.51	\$ 30,155.83	\$ 31,060.51	\$ 31,992.33	\$ 32,952.09			
Total Maintenance/Upkeep	\$ -	\$ -	\$ 4,200.00	\$ 4,326.00	\$ 4,455.78	\$ 4,589.45	\$ 4,727.14	\$ 4,868.95	\$ 5,015.02	\$ 5,165.47	\$ 5,320.43	\$ 5,480.05	\$ 5,644.45	\$ 5,813.78	\$ 5,988.20	\$ 6,167.84	\$ 6,352.88	\$ 6,543.46			
Total Utilities	\$ -	\$ -	\$ 5,400.00	\$ 5,562.00	\$ 5,728.86	\$ 5,900.73	\$ 6,077.75	\$ 6,260.08	\$ 6,447.88	\$ 6,641.32	\$ 6,840.56	\$ 7,045.78	\$ 7,257.15	\$ 7,474.86	\$ 7,699.11	\$ 7,930.08	\$ 8,167.98	\$ 8,413.02			
			\$ 3,093.02	\$ 3,228.21	\$ 3,291.56	\$ 3,356.81	\$ 3,424.01	\$ 3,493.23	\$ 3,564.53	\$ 3,637.97	\$ 3,713.60	\$ 3,791.51	\$ 3,871.76	\$ 3,954.41	\$ 4,039.54	\$ 4,127.23	\$ 4,217.55	\$ 4,310.57			
Total Operating Expenses	\$ -	\$ -	\$ 46,395.27	\$ 48,423.22	\$ 49,373.41	\$ 50,352.12	\$ 51,360.18	\$ 52,398.48	\$ 53,467.94	\$ 54,569.48	\$ 55,704.06	\$ 56,872.68	\$ 58,076.36	\$ 59,316.15	\$ 60,593.14	\$ 61,908.43	\$ 63,263.19	\$ 64,658.58			
Capital Reserves	\$ -	\$ -	\$ 70,000.00	\$ 71,820.00	\$ 73,687.32	\$ 75,603.19	\$ 77,568.87	\$ 79,585.66	\$ 81,654.89	\$ 83,777.92	\$ 85,956.14	\$ 88,191.00	\$ 90,483.97	\$ 92,836.55	\$ 95,250.30	\$ 97,726.81	\$ 100,267.71	\$ 102,874.67			
Total Expenses + Reserves	\$ -	\$ -	\$ 116,395.27	\$ 120,243.22	\$ 123,060.73	\$ 125,955.31	\$ 128,929.05	\$ 131,984.15	\$ 135,122.83	\$ 138,347.40	\$ 141,660.21	\$ 145,063.69	\$ 148,560.33	\$ 152,152.71	\$ 155,843.44	\$ 159,635.25	\$ 163,530.90	\$ 167,533.25			
NOI	\$ -	\$ -	\$ (33,403.27)	\$ 153,164.19	\$ 158,842.69	\$ 158,836.97	\$ 158,831.83	\$ 158,827.33	\$ 158,823.51	\$ 158,820.39	\$ 158,818.03	\$ 158,816.47	\$ 158,815.76	\$ 158,815.94	\$ 158,817.07	\$ 158,819.20	\$ 158,822.39	\$ 158,826.68			
Total Acquisition Cost	\$ 1,576,774.34	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Total Rehab Cost	\$ -	\$ 2,164,500.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Construction Loan Payback	\$ -	\$ -	\$ 800,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Deferred Developer Fee	\$ -	\$ -	\$ -	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00			
MHSA Funds Origination Fee	\$ -	\$ 30,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
MHSA Funds Servicing Fee	\$ -	\$ -	\$ 25,200.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
COI Funds Origination Fee	\$ 13,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Asset Management Fee	\$ -	\$ -	\$ -	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00				
Operating Cashflow (Incl. Funding Sources)	\$ 38.66	\$ 212,821.64	\$ 204,162.82	\$ 119,164.19	\$ 124,842.69	\$ 124,836.97	\$ 124,831.83	\$ 124,827.33	\$ 124,823.51	\$ 124,820.39	\$ 124,818.03	\$ 124,816.47	\$ 124,815.76	\$ 148,815.94	\$ 148,817.07	\$ 148,819.20	\$ 148,822.39	\$ 148,826.68			



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Housing Authority of the County of Los Angeles. Financing Underwriting Guidelines. October 2009

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California Tax Credit Allocation Committee. 2010 Competitive 9% Application for Low Income Housing Tax Credits. February 2007.

California Housing Partnership Corporation. Operating Subsidy Programs.

City of Santa Monica, California. City of Santa Monica Fee Schedule. July 2009

www.citydata.com. Assessed Value 1408 Rock Glen Ave.



DEVELOPMENT COMPETITION GLENDALE CA



	Acquisition/ Pre-Dev		Rehab		Lease-Up																
	Aug-10	Aug-11	Aug-12	Aug-13	Aug-14	Aug-15	Aug-16	Aug-17	Aug-18	Aug-19	Aug-20	Aug-21	Aug-22	Aug-23	Aug-24	Aug-25	Aug-26	Aug-27			
Gross Rental Income	\$ -	\$ -	\$ 40,656.00	\$ 41,875.68	\$ 43,131.95	\$ 44,425.91	\$ 45,758.69	\$ 47,131.45	\$ 48,545.39	\$ 50,001.75	\$ 51,501.80	\$ 53,046.86	\$ 54,638.26	\$ 56,277.41	\$ 57,965.73	\$ 59,704.71	\$ 61,495.85	\$ 63,340.72			
MHSA Subsidized Income	\$ -	\$ -	\$ 70,000.00	\$ 71,820.00	\$ 73,687.32	\$ 75,603.19	\$ 77,568.87	\$ 79,585.66	\$ 81,654.89	\$ 83,777.92	\$ 85,956.14	\$ 88,191.00	\$ 90,483.97	\$ 92,836.55	\$ 95,250.30	\$ 97,726.81	\$ 100,267.71	\$ 102,874.67			
Misc. Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
Adjusted Gross Income	\$ -	\$ -	\$ 110,656.00	\$ 113,695.68	\$ 116,819.27	\$ 120,029.10	\$ 123,327.56	\$ 126,717.11	\$ 130,200.28	\$ 133,779.67	\$ 137,457.95	\$ 141,237.86	\$ 145,122.23	\$ 149,113.97	\$ 153,216.04	\$ 157,431.52	\$ 161,763.56	\$ 166,215.39			
Vac. Loss (25% - Lease-Up, Stabilized @ 10%)	\$ -	\$ -	\$ (27,644.00)	\$ (17,054.35)	\$ (11,681.93)	\$ (12,002.91)	\$ (12,332.76)	\$ (12,671.71)	\$ (13,020.03)	\$ (13,377.97)	\$ (13,745.79)	\$ (14,123.79)	\$ (14,512.22)	\$ (14,911.40)	\$ (15,321.60)	\$ (15,743.15)	\$ (16,176.36)	\$ (16,621.54)			
Total Revenue	\$ -	\$ -	\$ 82,992.00	\$ 96,641.33	\$ 105,137.34	\$ 108,026.19	\$ 110,994.80	\$ 114,045.40	\$ 117,180.25	\$ 120,401.70	\$ 123,712.15	\$ 127,114.08	\$ 130,610.01	\$ 134,202.57	\$ 137,894.43	\$ 141,688.37	\$ 145,587.20	\$ 149,593.85			
PATH - Government Grant Distribution	\$ 1,576,813.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
Construction Loan Distribution	\$ -	\$ 800,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
LIHTC Tax Credit Distribution	\$ -	\$ 957,321.64	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
City of Glendale - Operations/Funding	\$ -	\$ -	\$ 53,125.00	\$ 53,125.00	\$ 53,125.00	\$ 53,125.00	\$ 53,125.00	\$ 53,125.00	\$ 53,125.00	\$ 53,125.00	\$ 53,125.00	\$ 53,125.00	\$ 53,125.00	\$ 53,125.00	\$ 53,125.00	\$ 53,125.00	\$ 53,125.00	\$ 53,125.00			
AHP Funding	\$ -	\$ -	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00			
COI Permanent Loan Distribution	\$ -	\$ 650,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
MHSA Permanent Loan Distribution	\$ -	\$ -	\$ 920,000.00	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00			
Excess Construction Funds (Distribute To Op.)	\$ -	\$ -	\$ 67,141.08	\$ 67,141.08	\$ 67,141.08	\$ 67,141.08	\$ 67,141.08	\$ 67,141.08	\$ 67,141.08	\$ 67,141.08	\$ 67,141.08	\$ 67,141.08	\$ 67,141.08	\$ 67,141.08	\$ 67,141.08	\$ 67,141.08	\$ 67,141.08	\$ 67,141.08			
Total Financing Availability	\$ 1,576,813.00	\$ 2,407,321.64	\$ 1,062,766.08	\$ 1,766,766.08	\$ 1,766,766.08	\$ 1,766,766.08	\$ 1,766,766.08	\$ 1,766,766.08	\$ 1,766,766.08	\$ 1,766,766.08	\$ 1,766,766.08	\$ 1,766,766.08	\$ 1,766,766.08	\$ 1,766,766.08	\$ 1,766,766.08	\$ 1,766,766.08	\$ 1,766,766.08	\$ 1,766,766.08			
Total Prop. Taxes, Ins. Replacement Res.	\$ -	\$ -	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00			
Total Fees	\$ -	\$ -	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00			
Total Payroll	\$ -	\$ -	\$ 20,045.27	\$ 21,785.22	\$ 22,438.77	\$ 23,111.94	\$ 23,805.29	\$ 24,519.45	\$ 25,255.04	\$ 26,012.69	\$ 26,793.07	\$ 27,596.86	\$ 28,424.77	\$ 29,277.51	\$ 30,155.83	\$ 31,060.51	\$ 31,992.33	\$ 32,952.09			
Total Maintenance/Upkeep	\$ -	\$ -	\$ 4,200.00	\$ 4,326.00	\$ 4,455.78	\$ 4,589.45	\$ 4,727.14	\$ 4,868.95	\$ 5,015.02	\$ 5,165.47	\$ 5,320.43	\$ 5,480.05	\$ 5,644.45	\$ 5,813.78	\$ 5,988.20	\$ 6,167.84	\$ 6,352.88	\$ 6,543.46			
Total Utilities	\$ -	\$ -	\$ 5,400.00	\$ 5,562.00	\$ 5,728.86	\$ 5,900.73	\$ 6,077.75	\$ 6,260.08	\$ 6,447.88	\$ 6,641.32	\$ 6,840.56	\$ 7,045.78	\$ 7,257.15	\$ 7,474.86	\$ 7,699.11	\$ 7,930.08	\$ 8,167.98	\$ 8,413.02			
			\$ 3,093.02	\$ 3,228.21	\$ 3,291.56	\$ 3,356.81	\$ 3,424.01	\$ 3,493.23	\$ 3,564.53	\$ 3,637.97	\$ 3,713.60	\$ 3,791.51	\$ 3,871.76	\$ 3,954.41	\$ 4,039.54	\$ 4,127.23	\$ 4,217.55	\$ 4,310.57			
Total Operating Expenses	\$ -	\$ -	\$ 46,395.27	\$ 48,423.22	\$ 49,373.41	\$ 50,352.12	\$ 51,360.18	\$ 52,398.48	\$ 53,467.94	\$ 54,569.48	\$ 55,704.06	\$ 56,872.68	\$ 58,076.36	\$ 59,316.15	\$ 60,593.14	\$ 61,908.43	\$ 63,263.19	\$ 64,658.58			
Capital Reserves	\$ -	\$ -	\$ 70,000.00	\$ 71,820.00	\$ 73,687.32	\$ 75,603.19	\$ 77,568.87	\$ 79,585.66	\$ 81,654.89	\$ 83,777.92	\$ 85,956.14	\$ 88,191.00	\$ 90,483.97	\$ 92,836.55	\$ 95,250.30	\$ 97,726.81	\$ 100,267.71	\$ 102,874.67			
Total Expenses + Reserves	\$ -	\$ -	\$ 116,395.27	\$ 120,243.22	\$ 123,060.73	\$ 125,955.31	\$ 128,929.05	\$ 131,984.15	\$ 135,122.83	\$ 138,347.40	\$ 141,660.21	\$ 145,063.69	\$ 148,560.33	\$ 152,152.71	\$ 155,843.44	\$ 159,635.25	\$ 163,530.90	\$ 167,533.25			
NOI	\$ -	\$ -	\$ (33,403.27)	\$ 153,164.19	\$ 158,842.69	\$ 158,836.97	\$ 158,831.83	\$ 158,827.33	\$ 158,823.51	\$ 158,820.39	\$ 158,818.03	\$ 158,816.47	\$ 158,815.76	\$ 158,815.94	\$ 158,817.07	\$ 158,819.20	\$ 158,822.39	\$ 158,826.68			
Total Acquisition Cost	\$ 1,576,774.34	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Total Rehab Cost	\$ -	\$ 2,164,500.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Construction Loan Payback	\$ -	\$ -	\$ 800,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Deferred Developer Fee	\$ -	\$ -	\$ -	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00			
MHSA Funds Origination Fee	\$ -	\$ 30,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
MHSA Funds Servicing Fee	\$ -	\$ -	\$ 25,200.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
COI Funds Origination Fee	\$ 13,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Asset Management Fee	\$ -	\$ -	\$ -	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00				
Operating Cashflow (Incl. Funding Sources)	\$ 38.66	\$ 212,821.64	\$ 204,162.82	\$ 119,164.19	\$ 124,842.69	\$ 124,836.97	\$ 124,831.83	\$ 124,827.33	\$ 124,823.51	\$ 124,820.39	\$ 124,818.03	\$ 124,816.47	\$ 124,815.76	\$ 148,815.94	\$ 148,817.07	\$ 148,819.20	\$ 148,822.39	\$ 148,826.68			

Sources And Uses of Funds

Available Funding Sources		Utilization of Funds	
Acquisition/Predevelopment Availability	Amount	Acquisition/Predevelopment Utilization	Amount
PATH - Government Grants	\$ 1,576,813	Proposed Purchase Price	\$ 1,298,083 one time
		Carrying Cost	\$ 25,962 one time
		Closing and Title	\$ 25,962 one time
		Broker Fees	\$ 64,904 one time
		Relocation Cost	\$ 40,000 one time
		Property Tax	\$ 7,788 one time
		Appraisal	\$ 7,500 one time
		Title/Recording/Escrow - Acquisition	\$ 2,500 one time
		Soft Cost Contingency	\$ 7,418 one time
		Acquisition Legal	\$ 10,000 one time
		Insurance During Predevelopment	\$ 12,981 one time
		Planning Dept. Fees	\$ 44,658 one time
		Building & Safety Fees	\$ 27,019 one time
		TCAC Application Fees	\$ 2,000 one time
Total Acq/ Pre-Dev Available	\$1,576,813	Total Acq/Pre-Dev Utilization	\$ 1,576,774
Construction/Rehab Availability	Amount	Construction/Rehab Utilization	Amount
Construction Loan	\$ 800,000.00	Architecture Costs	\$ 130,000.00
LIHTC 9% Tax Credit Investor Equity	\$ 957,321.64	Engineering Costs	\$ 20,000.00
City of Industry Funds	\$ 1,300,000.00	Rehab	\$ 600,000.00
Affordable Housing Program	\$ 450,000.00	New Construction	\$ 640,000.00
		Site Work	\$ 60,000.00
		Overhead Profit, General Cond.	\$ 182,000.00
		Bond	\$ 16,250.00
		Insurance	\$ 16,250.00
		Escalation	\$ 39,000.00
		Contingency	\$ 130,000.00
		Common Area Furnishings	\$ 5,000.00
		Construction Loan Origination Fee	\$ 8,000.00
		Construction Loan Interest	\$ 44,000.00
		Insurance During Construction	\$ 8,000.00
		COI Origination Fee	\$ 13,000 one time
		COI Loan Service Fee	\$ 13,000 one time
		Developer Fee (Deferred)	\$ 240,000.00
Total Construction/Rehab Availability	\$ 3,507,322	Total Construction/Rehab Utilization	\$ 2,164,500
Excess Funds	\$ 1,342,822		
PERMANENT SOURCES	Amount	Lease Up Period	Amount
Construction Loan Paydown	\$ (800,000.00)	Replacement Reserve	\$ 6,750.00
MHSA Pemanent Loan	\$ 1,600,000	MHSA Permanent Loan Origination Fee	\$ 30,000.00
MHSA Rental Subsidies (Capitalized Reserve)	\$ (1,400,000)	MHSA Permanent Loan Servicing Fee	\$ 25,200.00
MHSA Permanent Loan to Offset Cap.Reserves	\$ 1,456,000.00	Legal Fees	\$ 10,000.00
Additional City of Glendale Grant (PATH)	\$ 850,000.00	Tax Credit Equity Monitoring Fees (TCAC)	\$ 6,000.00
Excess Construction Funds	\$ 1,342,821.64	MHSA Commitment Fee	\$ 16,000 one time
Total Permanent Sources For Operations	\$ 3,048,821.64		\$ 93,950.00

Tax Credit Availability

	<u>Actual/Estimated Costs</u>	<u>Acquisition Eligible Basis</u>	<u>LIHTC Eligible Basis (Special Needs Development)</u>	
Land Cost/Acquisition				
Total Purchase Price	\$ 1,298,083.00	\$ 1,298,083.00	\$	-
Demolition	\$ 30,000.00	\$ 30,000.00	\$	-
Closing/Carrying Costs	\$ 51,923.32	\$ 51,923.32	\$	-
Total Acquisition Cost	\$ 1,350,006.32	\$ 1,380,006.32	\$	-
Construction/Rehab				
Architecture Costs				
Architecture/Design/Landscape	\$ 100,000.00	\$ -	\$	100,000.00
Construction Administration	\$ 30,000.00	\$ -	\$	30,000.00
Engineering Costs				
Engineering - Structural & MEP	\$ 15,000.00	\$ -	\$	15,000.00
Physical Needs - Phase 1	\$ 5,000.00	\$ -	\$	5,000.00
Soils Report	\$ 8,000.00	\$ -	\$	8,000.00
Civil Engineering	\$ 7,000.00	\$ -	\$	7,000.00
Renovation/Construction				
Rehab	\$ 600,000.00	\$ -	\$	600,000.00
New Construction	\$ 640,000.00	\$ -	\$	640,000.00
Site Work	\$ 60,000.00	\$ -	\$	60,000.00
Overhead Profit, General Cond.	\$ 182,000.00	\$ -	\$	182,000.00
Bond	\$ 16,250.00	\$ -	\$	16,250.00
Insurance	\$ 16,250.00	\$ -	\$	16,250.00
Escalation	\$ 39,000.00	\$ -	\$	39,000.00
Contingency	\$ 130,000.00	\$ -	\$	130,000.00
Common Area Furnishing	\$ 5,000.00	\$ -	\$	5,000.00
Total Construction/Rehab	\$ 1,853,500.00	\$ -	\$	1,853,500.00
Construction Interest & Fees				
Construction Loan Interest	\$ 44,000.00	\$ -	\$	44,000.00
Origination Fees & Expenses	\$ 8,000.00	\$ -	\$	8,000.00
Insurance During Construction	\$ 8,000.00	\$ -	\$	8,000.00
Total Construction Interest & Fees	\$ 60,000.00	\$ -	\$	60,000.00
Permanent Loan Financing				
Origination Fee	\$ 30,000.00	\$ -	\$	-
Permanent Loan Servicing Fee	\$ 25,200.00	\$ -	\$	-
Legal Fees	\$ 25,000.00	\$ -	\$	25,000.00
Total Permanent Loan Financing	\$ 80,200.00	\$ -	\$	25,000.00
Reserves				
Rent reserves (Lease-Up Carry)	\$ 8,400.00	\$ -	\$	-
Capitalized Rent Reserves	\$ 1,400,000.00	\$ -	\$	-
Total Reserves	\$ 1,408,400.00	\$ -	\$	-
Total Appraisal Costs	\$ 7,500.00	\$ -	\$	7,500.00
Other				
TCAC Monitoring/Application Fees	\$ 6,000.00	\$ -	\$	6,000.00
Permit Processing Fees	\$ 50,000.00	\$ -	\$	50,000.00
Total Other Costs	\$ 56,000.00	\$ -	\$	56,000.00
Total Developer Overhead/Fee	\$ 240,000.00	\$ 65,000.00	\$	235,000.00
	<u>Actual/Estimated Costs</u>	<u>Acquisition Eligible Basis</u>	<u>LIHTC Eligible Basis (Special Needs Development)</u>	
TOTAL PROJECT COSTS	\$ 5,055,606.32	\$ 1,445,006.32	\$	2,237,000.00
Total Eligible Basis		\$ 1,445,006.32	\$	2,237,000.00
Credit Percentage	Current Rate	40.00%		40.00%
TCAC Credits Calculated		\$ 578,002.53	\$	894,800.00
Total Credits Available for Syndication		\$ 578,002.53	\$	894,800.00
Price Per Credit		0.65		0.65
Syndication Proceeds		\$ 375,701.64	\$	581,620.00
			\$	957,321.64

Unit Mix & Rental Income

Tax Credit Eligible - Tier 1		Assume Occupants Pay at 20% AMI Level								
Unit Type	Number	Per Unit Sq Ft	Total Sq Ft	Income Affordable	Allowed Rent/Mo.	Utility Allowance	Per-Unit Net Monthly Rent	Total Monthly Net Rent	Total Annual Net Rent	
SRO (Efficiency)	14	350	4900	20%	277.00	35.00	242.00	\$ 3,388.00	\$ 40,656.00	

Manager Units		50% AMI - TCAC			% of Units:				
Unit Type	Number	Per Unit Sq Ft	Total Sq Ft	% Median Income Affordable	Per-Unit Gross Monthly Rent	Per-Unit Net Monthly Rent	Total Monthly Net Rent	Total Annual Net Rent	
SRO (Efficiency)	1		300	50%	-	-	\$ -	\$ -	

Total Residential Income		Sq Ft	Total Units	Total Monthly Net	Total Annual Net
Total Sq Ft - Tax Credit Eligible		4900	14	\$ 3,388.00	\$ 40,656.00

Income		
Gross rental Income	\$	40,656.00
PATH Rental Income		0
MHSA Rental Subsidy	\$	70,000.00
		\$406.25/Unit Per Month
Adjusted Gross Income	\$	110,656.00
Vacancy (10% req. by TCAC)	\$	(11,065.60)
Effective Gross Income	\$	99,590.40

Assumptions

Description	Cost	Credit	Comments
LAND/BUILDING			
Lot Size	20,038	sq ft	
Building Size	6,664	sq ft	
# of Units (Current)	9		
# of Units Occupied	8		
Size After Demo	4,320.00	sq ft	
REHAB Square Footage	4,320.00	sq ft	
New Const. Square Footage	3,200.00	sq ft	
Building Size (Proposed)	7,520.00	sq ft	
# of Units (Proposed)	15		
Property Tax	0.60%		
Land Value (Assessed)	\$ 193,122.00		
Improvements Value (Assessed)	\$ 151,737.00		
ACQUISITION/ PREDEVELOPMENT			
Proposed Purchase Price	\$ 1,298,083.00		
Per Unit	\$ 86,538.87		
Per Sq. Ft	\$ 64.78		
Carrying Cost	1.00% \$ 25,961.66		Developer % for 2 years
Closing and Title	2.00% \$ 25,961.66		2% of Purchase Price
Broker Fees	5.00% \$ 64,904.15		2.5% for Listing broker, 2.5% for Buyers' Agent
Relocation Cost	\$ 5,000.00 \$ 40,000.00		5k/Unit - 8 Units Occupied
Property Tax	\$ 7,788.50		
Appraisal	\$ 7,500.00		lender appraisal
Title/Recording/Escrow - Acquisition	\$ 2,500.00		
Soft Cost Contingency	10% \$ 7,417.78		10% of Consulting Fees
Acquisition Legal	\$ 10,000.00		Closing, Financing, Conversion, Docs
Insurance During Predevelopment	1.00% 12,980.83		
Planning Dept Fees	\$ 44,657.98		
Building & Safety Dept. Fees			
	Plan Check		
Architectural/Structural Review/Permit	\$ 2,501.04		
Mechanical Review/Permit	\$ 1,015.92		
Electrical Review/Permit	\$ 1,015.92		
Plumbing Review/Permit	\$ 1,015.92		
Miscellaneous Fees	\$ 2,399.04		
Inspection Fees	\$ 2,136.90		
Miscellaneous Fees	\$ 4,005.03		
Code Enforcement	\$ 670.14		
CONSTRUCTION			
Architecture Costs			
Architecture/Design/Landscape	\$ 100,000.00		Per Modative Quote
Construction Administration	\$ 30,000.00		Per Modative Quote
Engineering Costs			
Engineering - Structural & MEP	\$ 15,000.00		
Physical Needs Assessment - Phase 1	\$ 5,000.00		
Soils Report	\$ 8,000.00		
Civil Engineering (Surveys, Grading, etc.)	\$ 7,000.00		
Developer			
Developer Fee	\$ 240,000.00		15% Of Eligible Basis, Deferred
Renovation/Construction			
Demolition	\$ 30,000.00		Per Modative Quote
Offsites	\$ 5,000.00		Per Modative Quote
Rehab	\$ 600,000.00		
New Construction	\$ 640,000.00		
Site Work	\$ 60,000.00		
Overhead Profit, General Cond.	14% \$ 182,000.00		
Bond	1% \$ 16,250.00		
Insurance	1% \$ 16,250.00		
Escalation	3% \$ 39,000.00		
Contingency	10% \$ 130,000.00		
Common Area Furnishings	\$ 5,000.00		
PATH Funding			
Gov't Grant - (Supportive Services)		\$1,063,577	
Gov't Grant - ESG (Emergency Shelter Grant)		\$92,000	
Gov't Grant - CDBG (Community Dev Block Grant)		\$34,000	
Gov't Grant - EFSP (FEMA)		\$7,500	
Gov't Grant - Rapid Rehousing		\$89,736	
Gov't Grant - Glendale Redevelopment		\$50,000	
SD 5 County Grant (HPI Funding)		\$240,000	
Additional Grant Funding (City of Glendale, HUD)- Operations		\$850,000	

CONSTRUCTION (Bridge Loan)

Amount Needed for Construction	\$	1,888,500.00	
Construction Loan	\$	800,000.00	
Tax Credit Funding			
Other Funding Sources	\$	1,300,000.00	
Tax Credit Funding	\$	957,321.64	
Net Loan Amount			\$ 800,000.00
Term	24 Months		
Construction Loan Origination Fee	1.00%	\$ 8,000.00	Due At Loan Closing
Construction Loan Interest	5.50%	\$ 44,000.00	Due At Const. Closing (1 Year for Sake of Model)
Insurance During Construction	1%	\$ 8,000.00	1% of Construction Loan Amount
Taxes During Const.		\$ 5,000.00	
Title/Recording		\$ 2,500.00	
Lender Legal		\$ 5,000.00	

TAX CREDITS

Acquisition	9%	
Rehab	9%	
New Construction	9%	
Application Fee		\$ 2,000.00
Allocation Fee	4%	\$ 38,292.87
Compliance Monitoring Fee	\$ 400.00	\$ 6,000.00

PERMANENT LOAN

MHSA Permanent Loan				1% Origination Fee, Two Years of 0.42% servicing
MHSA Capital Costs Loan (Offset Reserves)			\$ 1,600,000.00	fee due in lump sum at closing, 20 -57Years at 3%
Interest Rate	3.00%		\$ 1,400,000.00	
Servicing Fee	0.42%			
Term	20.00			
MHSA Permanent Origination Fee	1%	\$ 30,000.00		
MHSA Permanent Loan Servicing Fee		\$ 25,200.00		
MHSA Permanent Loan Legal Fees		\$ 10,000.00		
City of Industry Funds			\$ 1,300,000.00	3% Simple interest 102000
COI Interest rate	3%			
COI Origination Fee	1%	\$ 13,000		
COI Loan Service Fee	1%	\$ 13,000		
MHSA Commitment Fee	1%	\$ 16,000		
Affordable Housing Program			450,000.00	
AHP Interest rate	0%			
Term	30.00			

OPERATING

Income			
Scheduled Gross Income		\$	487,872.00
Vacancy Rate			10.00%
Vacancy Loss		\$	(48,787.20)
Rent Categories (SRO/Efficiency) (Max LIHTC rent)			
Assume all Pay at 20% AMI	14	\$	242.00
Total Projected Rent/Month		\$	40,656.00
Annual Rental Growth	3.00%		
Stabilized Occupancy	90.00%		10% vacancy rate Required by CTCAC
Average Occupancy During Lease-Up	75.00%		
Months to Stabilized Occupancy	24.00		
Pre-Leased Units	7.00		

Operating Subsidies

MHSA Rent Subsidy (At Stabilized Occupancy)				
Number of Units	14			Subsidies Provide for \$104K/Unit over 20 Years
Allowance Per Unit	\$ 100,000.00	\$	416.67	Per Unit Per Month

Reserves

Rent Reserves (Lease-Up Carry)	\$	8,400.00
Capitalized Rent Reserves	\$	1,400,000.00

Expenses

Annual Expenses Growth	3.00%			
Insurance Premium	\$ 250.00	\$	3,750.00	Monthly Cost
Resident Manager	\$ -	\$	-	Resident Manger Will Receive Free Rent
Full Time Advocate (Case Manger)	\$ 12,500.00	\$	1,041.67	Monthly Cost, Likely a PATH Employee, Project Would Subsidize Partial Salary
Part Time Counselor		\$	-	PATH Employee
Peer Advocate	\$8/hour	\$	320.00	Monthly Cost, Assume 10 hrs/week
Load (Payroll taxes, Workers Comp, Insurance benefits)	28.00%	\$	291.67	Monthly Cost
Gardening		\$	50.00	Monthly Cost
Cleaning		\$	75.00	Monthly Cost
Trash Disposal		\$	50.00	Monthly Cost
Pest Control		\$	75.00	Annual Cost
Repairs		\$	100.00	Monthly Cost
Gas, Electric, Water	\$ 30.00	\$	450.00	Monthly Cost, Based on 15 Units
Marketing		\$	3,000.00	Annual Cost
Accounting		\$	10,000.00	Annual Cost
Replacement Reserve	\$ 450.00	\$	6,750.00	Annual Cost, Based on 15 Units
Property Taxes	0.00%	\$	-	Tax Abatement Due to being owned by Path
Misc.	\$ 40.00	\$	600.00	Monthly Cost, Based on 15 Units