# **SUMMARY**

**BACKGROUND**: To understand the multitude of services & activities performed by the AAHC, their activities were aggregated into "Business Units" for analytical purposes.

- 1. Public Housing the group of properties owned & managed by AAHC waiting to be converted to RAD.
- 2. Affordable Housing After RAD conversion properties are moved to and managed by this B.U.
- 3. Voucher (Section 8) Manages the Voucher (Section 8) program to pay private landlords.
- 4. Cranbrook & Continuum of Care admininister support services funding and rent subsidies to non-profit & private landlords to house homeless households
- 5. Central Office Administers the Family Self Sufficiency program, supportive services for tenants / community centers, & overall Housing Commission Finance & Administration.

Attached are 2 page summaries for each Business Unit.

<b>Households Served</b>	Act	tual		Projected				
	FY2015	FY2016	FY2017	FY2018	FY2019			
	(households)	(households)	(households)	(households)	(households)			
Public Housing	107	51	50	50	-			
Affordable Housing	251	332	332	332	412			
Voucher (Section 8) *	1,503	1,846	1,846	1,846	1,878			
Cranbrook / Cont. of Care	251	296	206	206	206			
Central Office	-	-		-	-			
Total	2,112	2,525	2,434	2,434	2,496			

<sup>\*</sup> Note: Voucher line includes the RAD converted units because rent subsidy paid from voucher program

Net Income / (Loss)		Act	ual		Projected					
	FY2015		FY2016		FY	FY2017		2018	FY	2019
	(\$	000s)	(\$	000s)	(\$ 000s)		(\$ 000s)		(\$ 000s)	
Public Housing	\$	(376)	\$	19	\$	(1)	\$	(1)	\$	_
Affordable Housing		-		192		259		259		291
Voucher (Section 8)		819		(139)		7		-		-
Cranbrook / Cont. of Care		-		43		(34)		4		(1)
Central Office		(462)		(2)		(28)		-		(44)
Total	\$	(19)	\$	113	\$	196	\$	262	\$	246

Income (loss) per Unit	Act	ual	Projected							
	FY2015	FY2016	FY2017	FY2018	FY2019					
	(\$)	(\$)	(\$)	(\$)	(\$)					
Public Housing	\$ (3,514)	\$ 373	\$ (20)	\$ (20)	\$ -					
Affordable Housing	17.6	578	780	780	706					
Voucher (Section 8)	545	(75)	=	-	-					
Cranbrook / Cont. of Care	~	145	(165)	19	(5)					
Central Office										
Total	\$ (9)	\$ 45	\$ 81	\$ 108	\$ 99					

City Gen. Fund Subsidy	Actual				jected					
	FY	2015	FY	2016	FY	2017	F	Y2018	F	Y2019
	(\$	000s)	(\$	000s)	(\$ 000s)		(\$ 000s)		(\$ 000s)	
Public Housing	\$	94	\$	107	\$	36	\$	36	\$	-
Affordable Housing		0		-		-		( <del>-</del>		-
Voucher (Section 8)		105		145		152		192		203
Cranbrook / Cont. of Care		-		-		-		-		-
Central Office		75		120		77		145		25
Total	\$	274	\$	372	\$	265	\$	373	\$	228
Less Non-Recurring		214		212		105		213		68
Recurring Subsidy	\$	60	\$	160	\$	160	\$	160	\$	160
Add: City GF subsidy for IT		127		228		228		228		228
Total Recurring Subsidy	\$	187	\$	388	\$	388	\$	388	\$	388
Total Budget	\$ 2	0,411	\$ 2	0,977	\$ 1	19,973	\$	20,081	\$	20,810
Gen fund as % of total		1.3%		1.8%		1.3%		1.9%		1.1%
GF + IT as % of total		2.0%		2.8%		2.4%		3.0%		2.2%

#### **CONCLUSIONS:**

- After Public Housing is converted to Affordable Housing under the RAD program, the properties will be financially self-sustaining to operate and maintain the buildings. However, the remaining public housing properties are not self-sustaining to operate and will not be self-sustaining until they are no longer public housing.
- Approx. 25% of apartments are reserved for homeless & special needs households. Supportive services are needed to keep people housed and minimize the impact on maintenance costs. These services cannot be paid for as an operating line item in tax credit-funded projects. Services are a recurring funding need of about \$800k per year, \$60k of which has been regularly provided by the City and the balance is currently from Continuum of Care, Mental Health funding, and through fund raising by non-profit service providers. The \$60K from the City is reported in in Central Office and enables service providers to provide on-site services. Some of the service providers also receive funding through the Coordinated Funding process.
- The Voucher (Section 8) business is not adequately financially supported by HUD; thereby likely requiring some level of recurring outside financial support. The amount of support may be volatile from \$0 to \$240,000 per year largely depending on the varied level of HUD support. (Projected FY18 \$328k & FY19 \$228k)
- Managing the Continuum of Care is expected to be self-sustaining.
- Pay restructuring and progressions are nearly completed, and higher salaries are reflected in the FY18 & FY19 budgets

### POLICY QUESTIONS FOR CITY COUNCIL

- 1. 3 out of 5 of the AAHC's remaining public housing properties are in poor condition and HUD is not providing sufficient capital funding to renovate the properties. The AAHC is leaving apartments vacant as tenants move out of Platt road, Henry street, and Broadway while the AAHC applies for Low Income Housing Tax Credits and other funds to redevelopment the remaining public housing properties under the RAD program. These properties will continue to have budget deficits until they are converted. Should local publid funds be utilized to "plug the gap" until the properties are redeveloped with other funding sources?
- 2. HUD's Voucher (Section 8) program was initially, but is no longer, financially sustainable on its own. Should local public funds be utilized to "plug the gap"? If so, what is the best source?

# **PUBLIC HOUSING BUSINESS UNIT**

#### **PRIMARY SERVICES**

- Own & manage public housing stock
- Transition housing stock to RAD program

#### FINANCIAL SUMMARY

	Act	ual		Projected							
F	Y2015	FY	2016	FY	2017	017 FY2018		FY2019			
(	\$ 000s)	(\$	000s)	(\$	000s)	(\$ 000s)		(\$ 000s)			
\$	322	\$	124	\$	94	\$	94	\$	2		
	655		290		158		158		-		
	-		23						-		
	94		107		36		36		-		
	823		-		-		-		-		
	1,228		3		1		1		-		
\$	3,122	\$	547	\$	289	\$	289	\$	iii.		
\$	181	\$	43	\$	68	\$	68	\$	(5)		
	132		57		29		29		-		
	4		2		1		1		ē		
	149		35		37		37		2		
	226		61		67		67				
	522		119		59		59				
	40		19		24		24		-		
	295		8		5		5		1		
\$	1,549	\$	344	\$	290	\$	290	\$	-		
	1,949		184				2		2		
\$	3,498	\$	528	\$	290	\$	290	\$	-		
\$	(376)	\$	19	\$	(1)	\$	(1)	\$	-		
	107		51		50		50		9		
\$	220	\$	232	\$	231	\$	230	\$	230		
	\$	\$ 322 655 - 94 823 1,228 \$ 3,122 \$ 181 132 4 149 226 522 40 295 \$ 1,549 1,949 \$ 3,498 \$ (376)	\$ 322 \$ 655 \$ 94 823 1,228 \$ 3,122 \$ \$ 181 \$ 132 4 149 226 522 40 295 \$ 1,549 \$ 1,949 \$ 3,498 \$ \$ (376) \$ \$	FY2015       FY2016         (\$ 000s)       (\$ 000s)         \$ 322       \$ 124         655       290         -       23         94       107         823       -         1,228       3         \$ 3,122       \$ 547         \$ 181       \$ 43         132       57         4       2         149       35         226       61         522       119         40       19         295       8         \$ 1,549       \$ 344         1,949       184         \$ 3,498       \$ 528         \$ (376)       \$ 19	FY2015         FY2016         FY           (\$ 000s)         (\$ 000s)         (\$           \$ 322         \$ 124         \$           655         290         23           94         107         823           1,228         3         \$           \$ 3,122         \$ 547         \$           \$ 181         \$ 43         \$           132         57         4         2           149         35         226         61           522         119         40         19           295         8         \$         1,549         \$ 344         \$           \$ 1,549         \$ 344         \$         \$           \$ 3,498         \$ 528         \$         \$           \$ (376)         \$ 19         \$	FY2015         FY2016         FY2017           (\$ 000s)         (\$ 000s)         (\$ 000s)           \$ 322         \$ 124         \$ 94           655         290         158           -         23         -           94         107         36           823         -         -           1,228         3         1           \$ 3,122         \$ 547         \$ 289           \$ 181         \$ 43         \$ 68           132         57         29           4         2         1           149         35         37           226         61         67           522         119         59           40         19         24           295         8         5           \$ 1,549         \$ 344         \$ 290           1,949         184         \$ 290           \$ 3,498         \$ 528         \$ 290           \$ (376)         \$ 19         \$ (1)	FY2015         FY2016         FY2017         FY           (\$ 000s)         (\$ 000s)         (\$ 000s)         (\$           \$ 322         \$ 124         \$ 94         \$           655         290         158         -           - 23         -         -         -           94         107         36         -           823         -         -         -           1,228         3         1         -           \$ 3,122         \$ 547         \$ 289         \$           \$ 181         \$ 43         \$ 68         \$           132         57         29         -           4         2         1         -           149         35         37         -           226         61         67         -           522         119         59         -           40         19         24         -           295         8         5         -           \$ 1,549         \$ 344         \$ 290         \$           \$ 1,949         184         \$ 290         \$           \$ 3,498         \$ 528         \$ 290         \$	FY2015         FY2016         FY2017         FY2018           (\$ 000s)         (\$ 000s)         (\$ 000s)         (\$ 000s)           \$ 322         \$ 124         \$ 94         \$ 94           655         290         158         158           -         23         -         -           94         107         36         36           823         -         -         -           1,228         3         1         1           \$ 3,122         \$ 547         \$ 289         \$ 289           \$ 181         \$ 43         \$ 68         \$ 68           132         57         29         29           4         2         1         1           149         35         37         37           226         61         67         67           522         119         59         59           40         19         24         24           295         8         5         5           \$ 1,549         \$ 344         \$ 290         \$ 290           \$ 3,498         \$ 528         \$ 290         \$ 290           \$ 3,498         \$ 528	FY2015         FY2016         FY2017         FY2018         FY           (\$000s)         \$000s         \$00		

# **OBSERVATIONS ABOUT ABOVE FINANCIALS:**

- 5th and final phase of RAD conversion was not completed in 2017. Projected completion in FY19
- FY16 included the conversion of 3rd & 4th phase of RAD conversion mid-year
- FY15 includes a one-time loss resulting from activities associated with transitioning the properties to RAD.
- After RAD conversion, all public housing fund balance will move to support Broadway Terrace until a
  decision is made on what the strategy is for that property.
- Garden Circle is not public housing but is included here as HUD -restricted property. HUD must approve expenditure of fund balance. Transferred to Central Business in FY2019.

- Final (5th) phase of RAD conversion has unsuccessfully applied for tax credits 3 times, a critical source.
- Transition period will strain existing resources due to poor building conditions and high vacancies.
- City support for Public Housing program will go away once all properties are converted.

FUND BALANCE (Net Assets)			
	(\$	000s)	
6/30/18 - Total Fund Balance (Net Assets)	\$	230	
Less:			
4 months operating costs while public housing operating reserve		(94)	
Restricted - Turnkey III (Garden Circle) - HUD approval required		(202)	
Subtotal Available Fund Balance	\$	(66)	

- AAHC may not receive low income tax credits. Risk is estimated to be moderate, but if it occurs significant maintenance would be required until successful at securing tax credits.
- Low Income Housing Tax Credit market has dropped about 15% in pricing, which means that when the the final RAD phase is awarded tax credits, the AAHC will get about \$1.7 million less in funding from investors than originally projected. Market for tax credits has dropped due to investors projecting significant business tax cuts by Trump Administration.

## AFFORDABLE HOUSING BUSINESS UNIT

### **PRIMARY SERVICES**

- Manage housing under the RAD program
- Manage housing under other subsidized programs

FINANCIAL SUMMARY		Act	tual		Projected						
	F	Y2015	F	Y2016	F	Y2017	FY2018		FY2019		
AFFORDABLE HOUSING	(5	\$ 000s)	(:	\$ 000s)	(	\$ 000s)	(	\$ 000s)	(	\$ 000s)	
Revenue:											
Tenant Rent	\$	324	\$	776	\$	904	\$	904	\$	1,192	
Rent Subsidies		819		1,712		1,910		1,910		2,455	
Other Revenue		213		原		1_		1_		1	
Total Revenue	\$	1,356	\$	2,488	\$	2,815	\$	2,815	\$	3,648	
Expense:											
Salaries/Benefits	\$	432	\$	400	\$	434	\$	434	\$	612	
Admin Other		76		308		302		302		404	
Tenant (Human) Services		17		16		8		8		9	
Utilities		210		272		379		379		516	
Maintenance Salaries/Benefits		279		362		431		431		508	
Maintenance Buildings		315		570		429		429		508	
Insurance		+		100		135		135		163	
All Other		27		26		-		-		-	
<b>Sub-total Operating Expense</b>	\$	1,356	\$	2,054	\$	2,118	\$	2,118	\$	2,720	
Debt Service and Replacement Reserves		-		242		438		438		637	
Total Expense	\$	1,356	\$	2,296	\$	2,556	\$	2,556	\$	3,357	
Net	\$	-	\$	192	\$	259	\$	259	\$	291	
Memo:											
Number of Units		251		332		332		332		412	
Total fund balance	\$	-	\$	192	\$	451	\$	710	\$	1,001	
Restricted fund balance above	\$	-	\$	192	\$	451		tbd		tbd	

### **OBSERVATIONS ABOUT ABOVE FINANCIALS:**

- All Public Housing units assumed converted to Affordable Housing by FY19.
- Affordable Housing Business Units are designed to be financially self-sustaining, incl maintenance & reserves.
- Mortgage debt is included in the RAD financing and is supported by the operating revenues.
- Tax Credit properties are audited on CY. Prior years are unaudited expenses to match city fiscal year.
- FY16 includes some development revenues and expenses for Phase 3 of RAD conversion, not a tax credit project.
- Must maintain debt coverage ratio of 1.25% for loans so cannot spend net income
- After full year leasing, post construction, some excess cash flows may be distributed to owners/operators.

- RAD conversion in process through FY19. The transition period will strain existing resources.
- AAHC has more complex regulatory reporting and compliance requirements than previously.
- AAHC is reserving 25% of units for formerly homeless households. To insure housing stability, AAHC is seeking
  funding for tenant services, which cannot be paid for with operating revenue per funder requirements
  tenant services costs listed here are related to resident council expenses

FUND BALANCE (Net Assets)	Amount
	(\$ 000s)
6/30/18 - Total Fund Balance (Net Assets)	\$ 710
Less:	
Restricted - Annual Oper FB per contract with LIHTC investor	
Subtotal Available Fund Balance	\$ 710

• Low Income Housing Tax Credit market has dropped about 15% in pricing, which means that when the the final RAD phase is awarded tax credits, the AAHC will get about \$1.7 million less in funding from investors than originally projected. Market for tax credits has dropped due to investors projecting significant business tax cuts by Trump Administration.

# Voucher (Section 8) Housing Business Unit

#### **PRIMARY SERVICES**

- Administer rent subsidy program
- Pay rent subsidies to private landlords

#### **FINANCIAL SUMMARY**

					Projected					
	F	Y2015	F	Y2016	FY2017			Y2018		Y2019
<b>VOUCHER PROGRAMS</b>	(	\$ 000s)		(\$ 000s)		(\$ 000s)		(\$ 000s)		(\$ 000s)
Revenue:										
HUD Rent Subsidy	\$	9,606	\$	11,380	\$	12,203	\$	12,203	\$	12,419
HUD Admin Fee		881		1,210		1,223		1,223		1,245
City General Fund		105		145		152		192		203
Other Revenue		20		9		10		10		10
Total Revenue	\$	10,612	\$	12,744	\$	13,588	\$	13,628	\$	13,877
Expense:										
Salaries/Benefits	\$	664	\$	951	\$	840	\$	880	\$	906
Other Operations		314		430		533		533		540
Insurance		11		9		9		9		9
All Other		17		14		3		3		3
<b>Sub-total Operating Expense</b>	\$	1,006	\$	1,404	\$	1,385	\$	1,425	\$	1,458
Rent Payments to Landlords		8,787		11,479		12,203		12,203		12,419
Total Expense	\$	9,793	\$	12,883	\$	13,588	\$	13,628	\$	13,877
Net	\$	819	\$	(139)	\$	-	\$	-	\$	-
Memo:										
Number of Units		1,503		1,846		1,846		1,846		1,878
HUD admin reimbursement rate		79%		81%		82%		82%		82%
Admin. loss included in above loss	\$		\$	(40)	\$	-	\$	-	\$	-
Total fund balance -restricted	\$	76	\$	-	\$	-	\$		\$	

## **OBSERVATIONS ABOUT ABOVE FINANCIALS:**

- HUD's administration reimbursement rate has declined from full funding and is assumed at 82% for projections.
- The lower HUD reimbursement rate resulted in Admin. losses in FY12 & FY13. HUD Admin Fee revenue can also vary based on the number of units leased up.
- Prior to FY15, Rent Payments to Landlords was supported by a HUD reserve. HUD discontinued in FY15.
- FY16 & FY7 staff reallocated across all business units in response to RAD conversions and other programmatic changes.
- Number of units is the maximum allowed by HUD, which will be different than the number that are leased up which is based on funding.

- If HUD reimburses the AAHC at about 95% of what is owed, the voucher program would be self-sufficient.
- AAHC is requesting \$100- \$115K recurring funds to partially offset the lower HUD reimbursement rate.
- As public housing is converted under RAD to project-based vouchers, the AAHC receives voucher admin fees
  for the RAD units as well.

FUND BALANCE (Net Assets)		nount
	(\$	000s)
6/30/18 - Total Fund Balance (Net Assets)	\$	. 130
Less:		
Restricted - Housing Assistance Payment (HAP) reserve		
Best practice Admin. Reserve (4 mos)		(475)
Subtotal Available Fund Balance	\$	(475)

- Because of lower HUD reimbursement rate, over 260 housing authorities have closed their Voucher programs.
- Federal funding levels for administration and vouchers are uncertain with new Trump administration
- FY18 & FY19 are projected at 82% reimbursement rates so if reimbursement rates are reduced, then AAHC will need additional general fund support from the City

# CRANBROOK & CONTINUUM OF CARE (Homeless) BUSINESS UNIT

### **PRIMARY SERVICES**

 Administer Continuum of Care funds (to house & service homeless) in AAHC & non AAHC housing

### **FINANCIAL SUMMARY**

		Act	tual		Projected								
	F	Y2015	F	Y2016	F	Y2017	FY2018		FY2019				
Cranbrook & CoC	(	\$ 000s)	(	\$ 000s)	(	(\$ 000s)		\$ 000s)	(	\$ 000s)			
Revenue:													
<b>HUD &amp; Rent Services</b>	\$	4,300	\$	3,819	\$	2,397	\$	2,397	\$	2,397			
HUD Admin Fee		50		85		61		61		61			
City General Fund		-		-		-		-		v			
Other Revenue		7		=		17							
Total Revenue	\$	4,350	\$	3,904	\$	2,458	\$	2,458	\$	2,458			
Expense:													
Salaries/Benefits	\$	46	\$	38	\$	92	\$	56	\$	61			
Other Operations		4		4		3		1		1			
Maintenance & Operations		-		-		-		-		-			
Insurance		-		7				17		-			
All Other		-		*	900	-		-	-	-			
Sub-total Operating Expense	\$	50	\$	42	\$	95	\$	57	\$	62			
Passthru to landlord & non-profits		4,300		3,819	. 4	2,397	-	2,397		2,397			
Total Expense	\$	4,350	\$	3,861	\$	2,492	\$	2,454	\$	2,459			
Net	\$	-	\$	43	\$	(34)	\$	4	\$	(1)			
Memo:						23							
Number of Units		251		296		206		206		206			
Total fund balance - unrestricted	\$	44	\$	58	\$	24	\$	28	\$	27			

## **OBSERVATIONS ABOUT ABOVE FINANCIALS:**

- Prior to FY15, Cranbrook was administered locally. In FY15 it's now administered by MSHDA.
- Starting in FY15, adminstration of Continuum of Care (COC) program increased from \$700k to \$4.3 mil.
- FY12 FY14 (Cranbrook 202 units, CoC 86 units), FY15 (CoC 251 units), FY16 (CoC 296 units),
   FY17 forward (COC 206 units)
- Prior to FY15, AAHC did not receive admin fee from CoC. Starting FY15 an admin. fee is reflected.
- In FY14, hired 0.5 FTE to administer CoC program.
- In FY15 moved fund balance for Cranbrook Towers to Central Office to support development of public housing.

- Beginning in FY15, AAHC receives service funding from CoC to house homeless households.
- Continuum of Care operations expected to remain break-even.
- CoC funds are a key enabler to fund the Affordable Housing Business Unit by providing approx.
   \$600k of tenant (human) services support. HUD requires Affordable Housing Unit to fund services outside program.

FUND BALANCE (Net Assets)	Am	nount
	(\$	000s)
6/30/18 - Total Fund Balance (Net Assets)	\$	28
Less:		
restricted to Continuum of Care expenses		(28)
Subtotal Available Fund Balance	\$	-

- Available fund balance will be used to support admin costs of central office until it is gone
- Congressional financial support of CoC program.

## **CENTRAL OFFICE BUSINESS UNIT**

### **PRIMARY SERVICES**

- Administration and Finance
- Supportive services to tenants including Community Centers
- Family Self Sufficiency Program (FSS)

FINANCIAL SUMMARY	Actual				Projected					
	FY2015		FY2016		FY2017		FY2018		FY2019	
CENTRAL OFFICE	(\$ 000s)		(\$ 000s)		(\$ 000s)		(\$ 000s)		(\$ 000s)	
Revenue:										
HUD Operating (FSS)	\$	-	\$	~	\$	138	\$	138	\$	138
HUD Capital Grant				-		-		-		-
Management Fees		358		394		596		596		652
City General Fund		75		120		77		145		25
Other Government Grant		295		269		12		12		12
Other Revenue		243		511		17		1970		-
Total Revenue	\$	971	\$	1,294	\$	823	\$	891	\$	827
Expense:										
Salaries/Benefits	\$	416	\$	339	\$	678	\$	678	\$	690
Admin Other		629		497		100		140		108
Tenant (Human) Services (CAN/PEACE)		270		264		70		70		70
Maintenance & Operations		117		192		2		2		2
Insurance		1		1		1		1		1
All Other		-		3				-		-
Sub-total Operating Expense	\$	1,433	\$	1,296	\$	851	\$	891	\$	871
Fixed Asset Purchase		-		-		-		-		-
Total Expense	\$	1,433	\$	1,296	\$	851	\$	891	\$	871
Net	\$	(462)	\$	(2)	\$	(28)	\$	150	\$	(44)
Memo:										
Total fund balance - unrestricted	\$	158	\$	184	\$	156	\$	156	\$	112

### **OBSERVATIONS ABOUT ABOVE FINANCIALS:**

- Primary funding source is management & administrative fees from other programs.
- FY15 3401 3405 Platt road purchased as part of redevelopment of lower platt site, may pay back when RAD phase completed.
- FY15 loss reflects advanced funding for RAD conversion (ie. pre-construction services)
- Fund balance of Central Office is eligible to cover losses in other Business Units.
- FY15 combined Family Self Sufficiency Program, increased grant revenue and staffing and moved to Central Office.
- FY15 & FY16 included grant revenue and expenses for RAD redevelopment of properties that did not
  have tax credits including tenant services related to relocation.
- FY17 hired new position Director of Operations to oversee all regulatory compliance
- Above fund balance does not include RAD developer fees from AHBU, which are restricted till 2021.

- Must maintain fund balance for AAHC agency because potential investors review the audit to determine the health of the organization when considering purchasing Low Income Housing Tax Credits for RAD conversion.
- Management fees from voucher program is significant source of revenue. If voucher program underfunded, revenue is reduced to Central Office as well.

FUND BALANCE (Net Assets)	Amount		
	(\$ 000s)		
6/30/18 - Total Fund Balance (Net Assets)	\$	191	
Less:			
Min. operating reserve (4 mos)		(284)	
Subtotal Available Fund Balance	\$	(93)	

Management fees are dependent on HUD funding across programs.