

NORFOLK REDEVELOPMENT AND HOUSING AUTHORITY

Modernizing Public Housing:

Lessons from My First Section 18/RAD Conversion



Development Key Initiatives



- 1. Preservation** - continue to maintain existing public housing and assisted housing communities, convert and renovate properties
- 2. Transformation-** Master Planning efforts for redevelopment of large communities
- 3. Homeownership-** Infill Development of Vacant Properties, issue RFP for development of vacant properties (Large lots and individual single family lots)

Meet the Panel



- Cori Hines — Housing Development Project Manager, NRHA Moderator
Owner's perspective, integration, lessons learned
- Collean Toupin — Repositioning Manager, D3G
Environmental reviews, HUD submissions, compliance
- Grace Washington— J&G Workforce
Resident engagement, relocation planning, trauma-informed support
- William Dreisbach — CSG Advisors
Bond allocation, LIHTC strategy, lender/investor coordination

D3G- Collean Toupin



Due Diligence

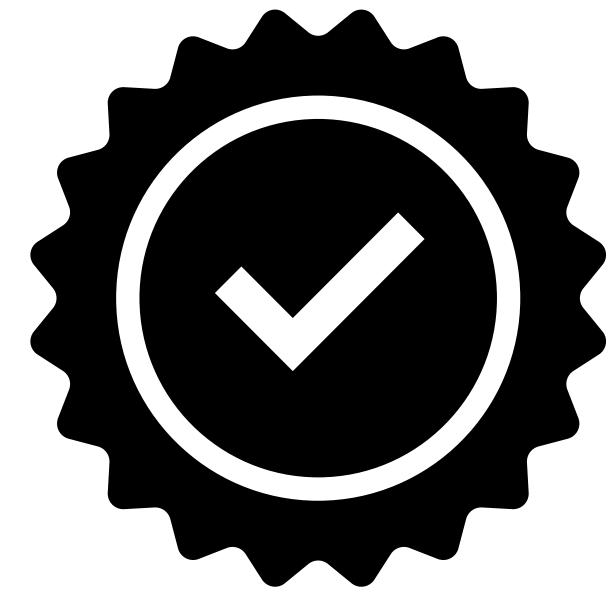
- Environmental
 - Need to complete a Phase I ESA, subsequent necessary reporting, & corresponding Part 50 or 58 Environmental Review
 - HUD changed the Environmental Review processing in RAD Supplemental Notice 4C in January of 2025
- CNA & E-Tool
 - Critical & Non-critical repairs
 - ADRR & IDRR
 - 504 Compliance

Transaction Type	Review Performed Under	Review Performed By
PBRA Non-FHA PBRA FHA Risk-Share PBV Non-FHA PBV FHA Risk-Share	Part 50	RAD Transaction Manager
PBRA FHA Non-Risk Share PBV FHA Non-Risk Share	Part 50	FHA Production Underwriter
Release of DOT following a Transfer of Assistance	Part 58	Responsible Entity



HUD Milestone 1: FHEO Review

- 4 reviews can be triggered
 - Site & Neighborhoods Standards
 - Accessibility Review
 - Change in Occupancy Preference
 - Unit Reduction, Change in Bedroom Configuration, or Increase in Accessible Units
- Purpose: to ensure tenants & possible tenants aren't being discriminated against
- Goal: Approval
- Real world example: Deft collaboration amongst client & consultants ensures success!



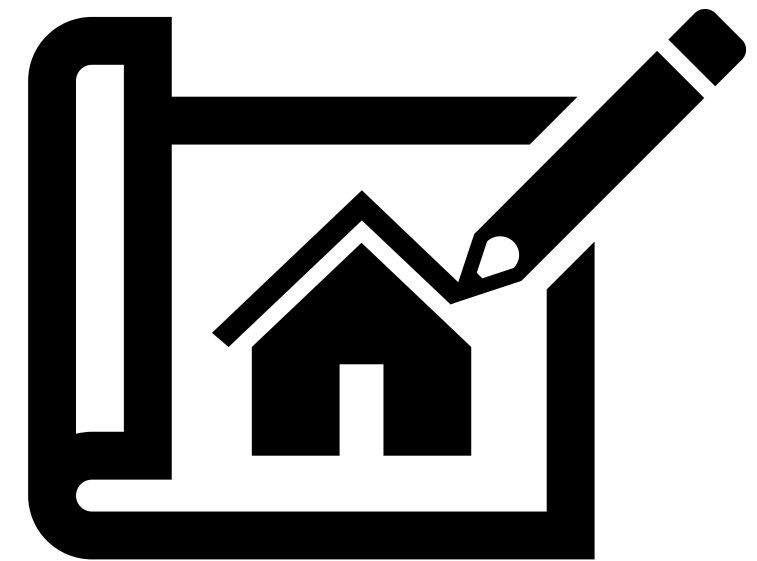
HUD Milestone 2: Concept Call

- Purpose: Proof of Concept
- Required progress to be completed prior to having Concept Call
- Goal: Permission to submit Financing Plan



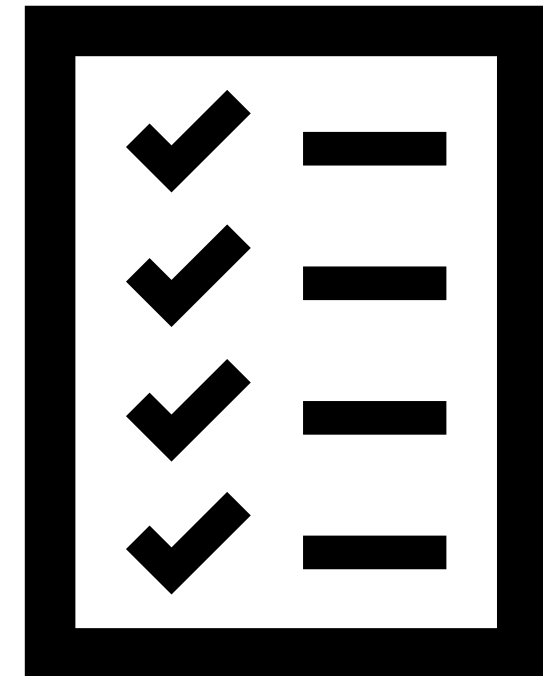
HUD Milestone 3: Financing Plan

- Purpose: to demonstrate project is fully viable & has funding commitments
- Required submissions to prove this
- Goal: Receive the RCC (RAD Conversion Commitment) & permission to close



HUD Milestones Summary

- Three important milestones – FHEO Review, Concept Call, & Financing Plan Submission
- Timing of submissions & supporting documentation for each submission should be planned as soon as possible after CHAP award
- Deft coordination between project partners/consultants is a key to success in gaining approval at each milestone



J & G – Grace Washington



J & G Workforce Development



SYKES FAMILY & FRIENDS EVENT



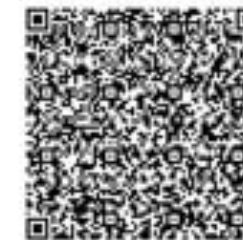
November 5th, 2025

Two Options to Attend a Session

Option A:

Join the Resident Meeting
Hybrid (In-Person + Online) at **5:30 PM**
in the Sykes Community Room &
Courtyard. **Food will be served!**

Scan this Code to Join:



What to Do:

1. Open your phone's camera like you are taking a picture.
2. Point it at the square code above.
3. Tap the link that pops up.
4. If your phone asks to download Microsoft Teams, tap Yes.
a. It is free and safe to use.
5. After it downloads, the meeting will open automatically.

Need Help? We will have someone available to help you get connected. Just ask your property manager or relocation staff.

This event helps residents, family members, friends, and caregivers learn about the temporary relocation process during construction at Sykes Midrise. Attendees will gain confidence about their move, storage, and right to return while enjoying dinner, music, and one-on-one time with NRHA staff and the relocation team.

Agenda

- ▶ 5:30 – 5:35 PM | Welcome and Opening Remarks
- ▶ 5:35 – 6:15 PM | Information Session: Preparing for Temporary Relocation
- ▶ 6:15 – 8:00 PM | Dinner, Music, and Conversations

FINANCING OVERVIEW

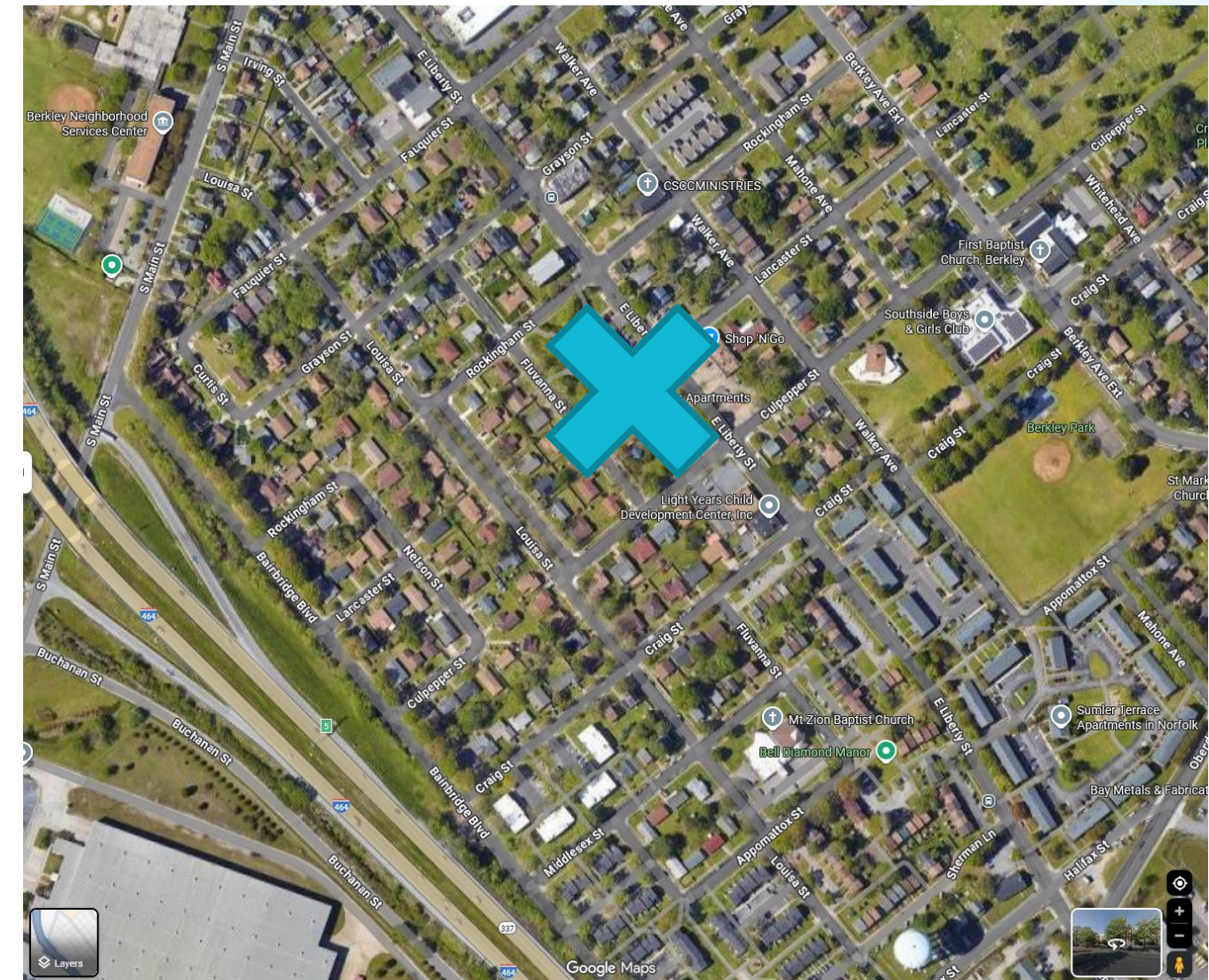
CSG
ADVISORS



Summary of Project Financing

555 East Liberty Street

- Sykes is financed through a combination of debt and LIHTC equity.
 - \$17M in tax-exempt bonds issued by NRHA.
 - \$12.1M equity investment from Cinnaire.
 - \$7.4M Seller Note
- 90/10 RAD Blend
- NRHA as property manager
- NRHA would renovate 84 rental units, including 27 UFAS units.
- Construction over 18 months, completed over two phases.



The project is located in the Berkley section of the City of Norfolk, Virginia.

Sources & Uses

Construction Sources

Tax-Exempt Bonds	\$17,000,000
LIHTC Equity	\$1,830,000
Seller Note	\$7,450,000
Cash Flow from Operations	\$463,180
NRHA Loan	\$3,800,000
Total	\$30,543,180

Permanent Sources

Perm Loan – Freddie TEL	\$8,311,000
LIHTC Equity	\$12,184,000
Seller Note	\$7,450,000
Cash Flow from Operations	\$1,245,000
NRHA Loan	\$3,800,000
Deferred Dev Fee	\$1,425,000
Total	\$34,415,000

Uses

Acquisition	\$7,450,000
Construction Costs	\$17,949,000
Financing Costs	\$1,959,000
Soft Costs	\$3,342,000
Reserves	\$728,000
Developer's Fee	\$2,987,000
Total	\$34,415,000

Hard costs per unit are \$172K.

Total development costs per unit are \$417K.

Modernizing Public Housing:

Lessons from My First Section 18 / RAD Conversion

Lessons from My First RAD/Section 18 Conversion

- Complex, but manageable with structure + empathy
- Every decision touches someone's home
- Strong partnerships make the process work
- Residents must remain at the center



Sykes



Modernizing Public Housing:

Lesson 1: Empowerment & Clarity

Empower Teams Through Clear Roles & Change Management

1. Start with a Project Charter — define roles and authority
2. Use a simple change log from day one
3. Faster decisions → less resident confusion
4. Empowerment is stewardship

PROJECT CHARTER					
Project Title	Project and Portfolio Management Tool			Project Manager	Sameer Patel
Project Start Date	May 21, 2017	Project End Date	August 31, 2017	Project Sponsor	Randy Hadden
Business Need					
All Information Technology projects that require agreement on the Memorandum of Understanding between the Customer and the Service Provider are approved through email. This project was initiated to reduce the manual approvals and create a system to obtain and track the approvals to reduce any discrepancies and loss of data.					
Project Scope			Deliverables		
Create an in-house PPM to include all Global IT projects.			1. Generate consolidated project status report 2. Extract Global Headcount details for all projects		
Risks and Issues			Assumptions/Dependencies		
1. Data discrepancy due to large amount of projects 2. Involvement of multiple teams			1. All Global IT projects to be added to the tool 2. Managers to provide regular updates for the projects		
Financials					
Budget to complete this project is \$3000					
Techno-PM Project Management Templates					
Milestones Schedule					
Milestone			Target Completion Date		Actual Date
Upload all Global IT Projects to the tool			May 20, 2017		
Complete UAT testing for the tool			July 30,2017		
Project Team			Approval/Review Committee		
Project Manager	Randy Hadden		Sponsor	Randy Hadden	
Project Manager	Sameer Patel		Business Division Head	Aniket Bhonsle	
Team Members	Vice President, Senior Manager, Analyst		Business Unit Head	Sunil Rajan	
			Finance Manager	Ketan Shah	



Modernizing Public Housing:

Lesson 2: Foresight & Organization

Appliances - Existing		Upgraded/Original/Mixed Replacements	
Cabinets/Countertops	Mixed Replacements		
Bathroom fixtures	Mixed Replacements		
Stove	Mixed Replacements		
Refrigerator	Mixed Replacements		
If an inventory schedule for furniture, fixtures, and/or equipment is available, please provide			
Appliances ENERGY STAR rated?		No	
Please describe appliance replacement policy			

Roofing Systems - Existing			
Type of Roof(s):	Flat	Age of Roof/Original Roof:	40+ years
Roof Warranty(ies)?	No	Term of Roof Warranty:	N/A
Any known Leaks?	No		
Type of Roof Insulation and Rating, if known:	SPRAY FOAM		
Age of Roof Insulation:	N/A		
Description of energy efficient technologies such as roof top gardens or white roofs with a SRI rating, etc.			

Mechanical - Existing	
HVAC Unit Type:	Other
Average Age of HVAC Units or range of Ages (i.e. if there are multiple):	Central Plant with Chiller and Boiler. Fan coil units predominantly throughout the building.
Are HVAC Units ENERGY STAR Rated?	No

Boilers - Existing	
Does the Property contain pressurized centralized boilers or steam system?	Yes
Does the Property contain centralized HVAC which is inspected or regulated by the State?	Select
Please provide the boiler permit number(s), if applicable	

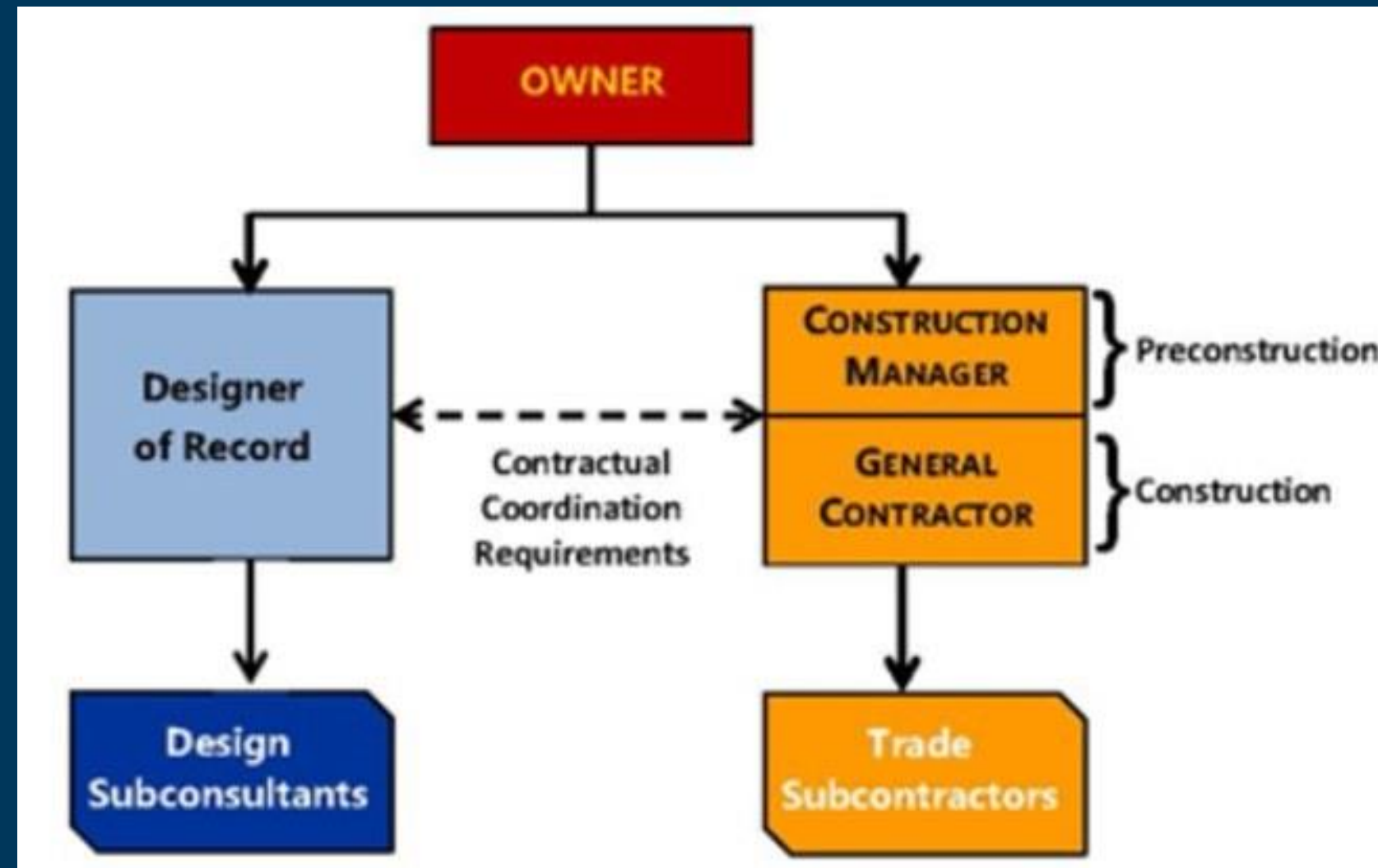
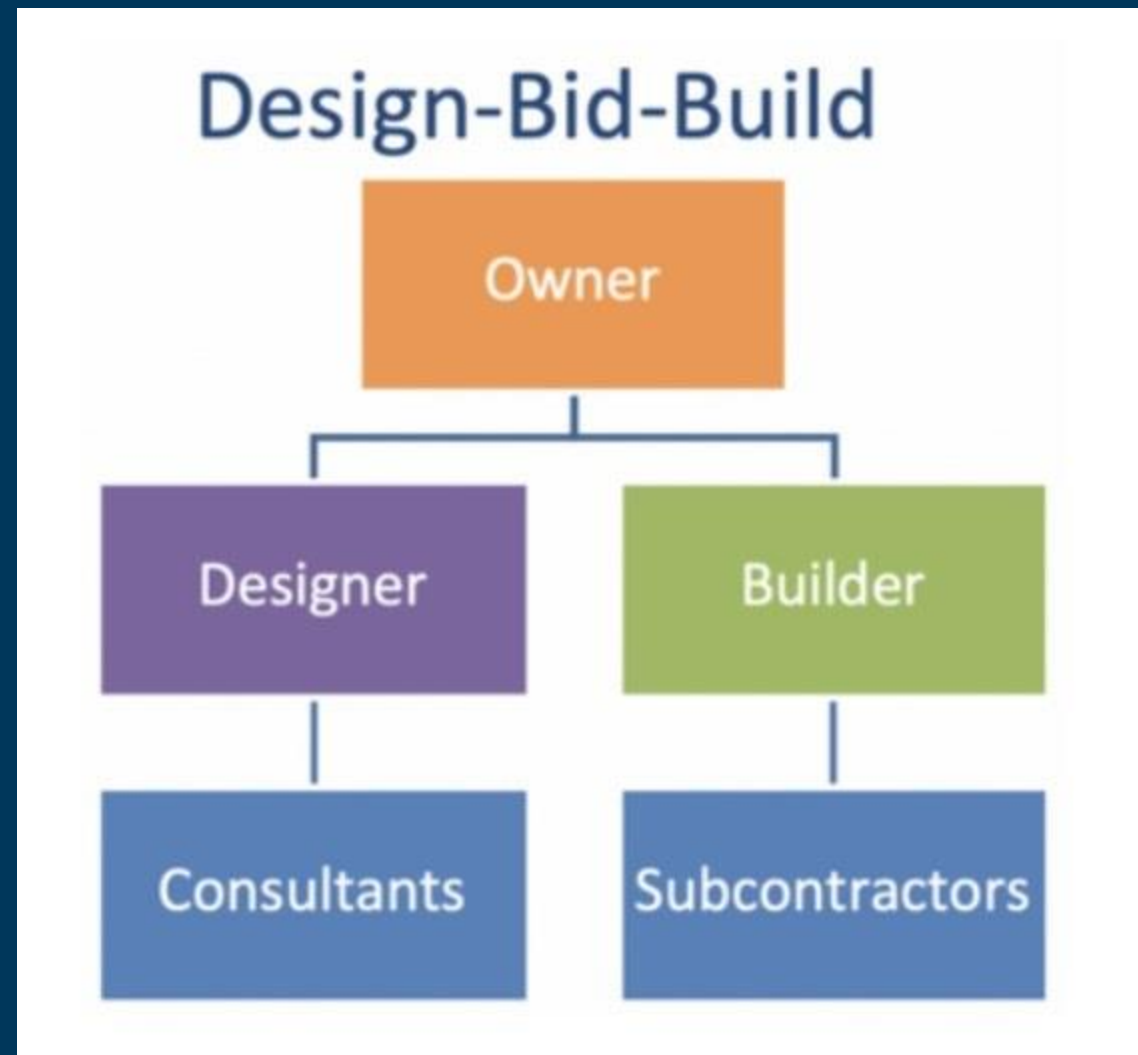


Modernizing Public Housing:

Lesson 3: Procurement Shapes Outcomes

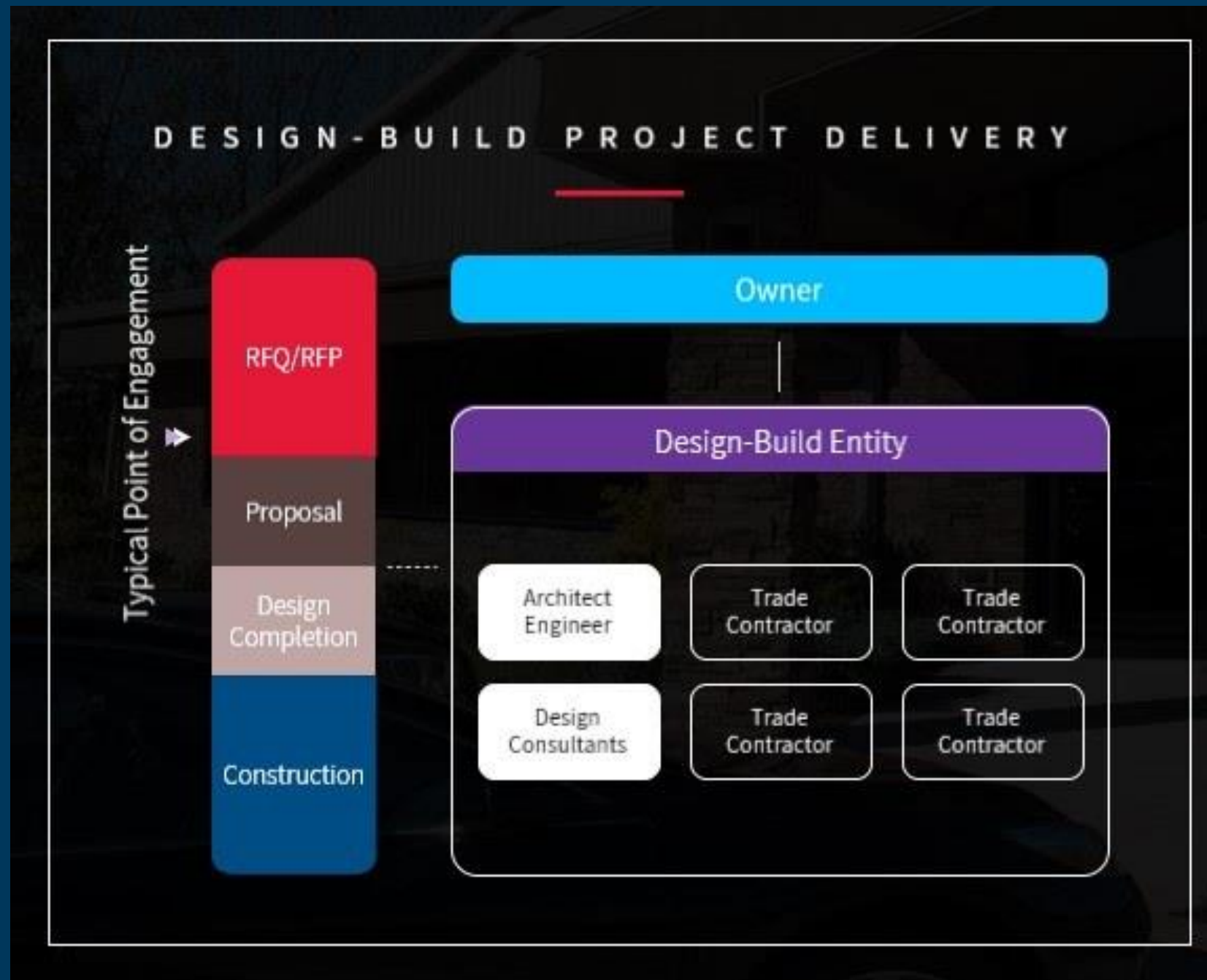
Choose Delivery Methods That Support Collaboration

- For complex rehabs: CMAR → early contractor input • Bridging Design–Build → unified team



Modernizing Public Housing:

Lesson 3: Procurement Shapes Outcomes





THANK YOU!

Questions?