Planning and Managing A Construction/Renovation Project

NAHC Annual Conference

Presented by:
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NCB
“This Old Co-op”
Planning a Rehab/Renovation Project

- All planning and projects start at the Committee and Board level
  - Board Structure: President
    Vice President
    Treasurer
    Secretary
    Director-at-Large
  - Board Members chair various sub committees
Select Sub Committees

- Finance - Treasurer, Managing Agent
- Member Selection
- Improvement Committee
  - Interior of units - carpeting, tile floors, electrical, kitchen
  - Exterior - Fence, landscaping, parking lots, common areas
New Committee
PCI Planning - Capital & Improvement

- Committee responsible for overall capital improvements to the property

  • Scope of Work
    - Identify capital need with Property Manager
      » Roofs
      » Grounds (parking, landscaping)
      » Building exteriors
      » Windows, HVAC, insulation, electrical

  • Identify/estimate cost of improvement
  • Funding discussion with Treasurer and Property Manager
Scope of Work
Planning & Financing

Scope of Work
- If a significant capital improvement, an architect, general contractor, construction manager and landscape designer should be consulted

Planning
- Determine “wants” vs. “needs”
- Identify potential costs with construction manager, architect, and general contractor

Determine how to pay for capital improvements
Definitions

- **Architect** - Creates plans and specifications to be used in new buildings or renovation. Will review buildings for current codes, recommend material and specifications (i.e. - windows, doors, electrical, etc.)

- **Construction Manager** - Construction managers plan and coordinate construction renovation projects. Construction managers oversee the project, plan and direct a whole project, and oversee workers. They coordinate design and construction process

- **General Contractor** - A person or firm that contracts to supply materials or labor for buildings. General Contractors can provide design build specifications, alternative materials and cost proposals based on materials and labor
Definitions (cont.)

• **Landscape Architect** - Design and build the environment of neighborhoods. They manage and improve quality of life for a project. They evaluate walkway patterns, erosion control, recommend plantings, playground environments, screenings of parking lots, etc.

• **Maximum Fixed Price Contract** - This provides for a price that is not subject to any adjustment on the basis of the contractors cost experience. Places maximum risk upon the contractor for all costs and resulting profit or loss.
# Plan for Improvement

## Identify Sources & Uses

<table>
<thead>
<tr>
<th>Sources</th>
<th>Uses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reserves</td>
<td>Windows</td>
</tr>
<tr>
<td>Cash Flow</td>
<td>Grounds</td>
</tr>
<tr>
<td><em>(funds after expenses, debt service, reserves)</em></td>
<td></td>
</tr>
<tr>
<td>Refinance of Present Mortgage</td>
<td>Roofs, etc.</td>
</tr>
</tbody>
</table>

-OR-
Sources: First Source

Replacement Reserve
- Subject to HUD approval, if applicable
- May not be sufficient for planned work

Cash Flow
- May not be sufficient for planned work
- Mortgage
Refinancing Considerations

- Determine the cost of the capital improvement (s)
- Review budgets for income, expenses, replacement reserves, and debt service
- Review all outstanding debts: 1st Mortgage, Lines of Credit, Other debt
- Increasing carrying charges to finance improvements
- Match appropriate loan structure with capital improvement project
Cooperative Mortgage Considerations

- Existing mortgage rate vs. today’s rate
- Number of years remaining until the loan matures
- Amount of capital improvements required and benefit of a low mortgage
- Accessing replacement reserves and general operating reserves
- Does the cooperative want to be free of HUD?
Evaluating your Mortgage

If Original HUD Mortgage Terms:

- Originated: 1968-1976 +/-
- Type: 221(d)(3) Cooperative Housing Mortgage.
  - BMR: Co-op may be entitled to an interest subsidy. Note rate may be stated at 6.00% to 7.50%; Payment is based on a lower rate of 1.00% to 4.00%
- Interest Rate: 4.00%
- Original Loan: $5,000,000 (1969)
- Principal & Interest Monthly: $20,897
Evaluating your Mortgage (cont.)

HUD Mortgage (Originated 1969)
$5,000,000 at 4.00% Interest
40-year Amortization
Monthly P&I = $20,897

<table>
<thead>
<tr>
<th>Years</th>
<th>Interest Paid</th>
<th>Principal Paid</th>
<th>Mortgage Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1969-1979</td>
<td>$1,884,726</td>
<td>$622,904</td>
<td>$4,377,095</td>
</tr>
<tr>
<td>1979-1989</td>
<td>$1,578,984</td>
<td>$928,646</td>
<td>$3,448,449</td>
</tr>
<tr>
<td>1989-1999</td>
<td>$1,123,174</td>
<td>$1,384,456</td>
<td>$2,063,992</td>
</tr>
<tr>
<td>1999-2004</td>
<td>$324,506</td>
<td>$929,309</td>
<td>$1,134,683</td>
</tr>
<tr>
<td>2004-2009*</td>
<td>$-</td>
<td>$1,134,683</td>
<td>$-</td>
</tr>
</tbody>
</table>

*M aturity
Mortgage Traps

- HUD Flex Subsidy notes
- HUD requirements > 1% interest rate accrues annually, payment due when first mortgage matures or pays off
- If the cooperative has a flex subsidy loan, discuss this loan with your Financial Advisor or Property Manager
Today’s Goal

• To focus on the three major elements to planning and managing the renovation/construction of your new facility
Major Elements of Risk Management

- Budget
- Project Team Development
- Contract Negotiation
There are some underlying rules to managing construction/renovation:

1. Time is always a challenge
2. Someone has to be responsible
3. Construction/renovation is always unpredictable
Obstacles to Taking Action

- Dissent
  - Deny that a problem exists
  - Difficult to build consensus
  - Opposition in community
  - Afraid to take action

**Solution:** Communication, Resolve and Determination

- Uncertainty
  - How to proceed?
  - Magnitude of the problem?
  - How much it will cost?
  - Potential scope of the work?
  - How long repairs will take?
# Budget Projections

<table>
<thead>
<tr>
<th>Pay Off:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>HUD 1st Mortgage</td>
<td>1,704,603</td>
</tr>
<tr>
<td><strong>Total Outstanding Debt:</strong></td>
<td>1,704,603</td>
</tr>
</tbody>
</table>

**Soft Costs:**

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appraisal, Environmental, PNA</td>
<td>12,000</td>
</tr>
<tr>
<td>Legal (Borrower/Lender)</td>
<td>25,000</td>
</tr>
<tr>
<td>Title (Record/Survey)</td>
<td>20,000</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>12,000</td>
</tr>
<tr>
<td><strong>Total Soft Costs</strong></td>
<td><strong>69,000</strong></td>
</tr>
</tbody>
</table>

**Construction Costs:**

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Windows, Siding, Electrical, HVAC, Landscaping</td>
<td>2,226,317</td>
</tr>
<tr>
<td><strong>Total Hard Costs</strong></td>
<td><strong>2,226,317</strong></td>
</tr>
</tbody>
</table>

**TOTAL BUDGET (Estimated):** 3,999,920
Financing

• Provide Past three (3) years audited financial statements.
• Current Budget
• Proposed Capital Improvement Cost
• Rent Roll and arrears schedule
• Lender will analyze past performance and current budget with proposal to payoff existing financing and new funds for Capital Improvements
<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coop Revenue</td>
<td>$500,000</td>
</tr>
<tr>
<td>Less Coop Vacancy - 5%</td>
<td>($25,000)</td>
</tr>
<tr>
<td>Gross Revenue</td>
<td>$475,000</td>
</tr>
<tr>
<td>Less Expenses</td>
<td>$200,000</td>
</tr>
<tr>
<td>- Payroll, Maintenance, RE Taxes, Insurance Etc</td>
<td></td>
</tr>
<tr>
<td>Net Operating Income</td>
<td>$275,000</td>
</tr>
<tr>
<td>Description</td>
<td>Value</td>
</tr>
<tr>
<td>---------------------------</td>
<td>-----------</td>
</tr>
<tr>
<td>Net Operating Income</td>
<td>$275,000</td>
</tr>
<tr>
<td>Proposed Mortgage</td>
<td>$4,000,000</td>
</tr>
<tr>
<td>Interest Rate</td>
<td>5.5%</td>
</tr>
<tr>
<td>Mortgage</td>
<td>10 year term</td>
</tr>
<tr>
<td>Amortization</td>
<td>30 years</td>
</tr>
<tr>
<td>Monthly P&amp;I</td>
<td>$22,711</td>
</tr>
<tr>
<td>Annual</td>
<td>$272,538</td>
</tr>
</tbody>
</table>
Contracts

- Parties to the contract
- Scope of work
- Roles and responsibilities
- Scheduled payments/compensation
- Start and completion dates
- Dispute resolution/termination clause
- Allowances
- Retainage - 10%
- Fixed Price
  - Stipulated Sum
  - Guaranteed Maximum Price
Managing Cost Overruns

- Change Orders
  - Time
  - Materials
  - Labor
- Scheduling
- City Inspectors
- Environmental
- Acceptance vs. Approval
  - Contingency -10%/15% - 20%
Management of Risks During Construction

Construction Finance is the management of the construction loan’s disbursement process

- Tracking Budget
- Pre-Construction Meeting
- Lien Waivers
  - A legal document signed by subcontractors stating that they have been paid for work completed on a construction project and cannot make a claim for lack of payment.
- AIA documents
- Title Updates
- Invoices
- Construction Reports
“Projects fail not because of their complex nature or unusual situations, but more often because of ordinary routine chores that are not properly executed.”

Seen on the wall of the General Contractor’s trailer at a construction site
The Sequence of Events

- Constructing a Business Plan
- Assessing your facility needs
- Selecting a professional: Architect, Engineer, Banker, etc.
- Managing construction & renovation
- Securing financing
- Time line
NCB

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Or
Call
(703)302-1922
“This New Co-op”

Before

After
Construction Challenge

Question:
What position creates plans and specification to be used for the building renovation?

Answer:
-Architect
Question:
The planning, capital and improvement committee responsibilities include?

Answer:
- Identify capital needs
- Identify cost estimates
- Identify sources of funds
Question:
Name two sources of capital for capital improvement projects.

Answer:
- Reserves
- Cash Flow
- Loan
Construction Challenge

Question:
What are two major elements to planning and managing the renovation/construction project?

Answer:
- Budget
- Project Team
- Contract Negotiation
Construction Challenge

Question:
What is a lien waiver?

Answer:
-A legal document signed by subcontractors stating that they have been paid for work completed on a construction project and cannot make a claim for lack of payment.
Construction Challenge

Question:
Name 3 people who should be on the project team.

Answer:
- Project Manager
- Attorney
- Cooperative Primary contact
- Architect
- General Contractor
Construction Challenge

Question: What are three things that should be in your contract?

Answer:
- Scope of Work
- Roles and Responsibilities
- Scheduled payment
- Start and completion dates
- Retainage
Construction Challenge

Question:
What are two obstacles to the construction project?

Answer:
- Unit owner dissention
- Cost of project
- How long will the repairs take?
Questions?