

# APPENDIX P

## Development Team

The following items are examples of factors that will be taken into consideration when evaluating scoring – WHEDA staff is not limited to these items and the following is not an all-inclusive listing of items.

### Developer Quality Scoring\*

\* Note: Scoring will be done based on the average scores of the Primary Developer and the Co-Developer (if any) with such score not to be lower than 85% of the highest scoring entity.

#### **Experience**

##### *Years of multifamily/Section-42*

- Number and type of projects developed (i.e. Section 8, Section 42, market rate, elderly, family, special needs, RCAC, size of projects) vs. proposed project
- Documented years of experience with WHEDA or other state HFAs.
- Documented multifamily and/or commercial development may be considered if documented
- Direct participation in development of project(s)
- Size of projects (i.e. single family, duplexes, 4+ units, 20+ units) vs. proposed project in application

##### *Quality/Success of projects*

- Length of lease up for previous development(s)
- Number and level of 8823s issued/unresolved
- Occupancy history of previous development(s) (Below 95%; Below 90%)
- Development(s) completed within budget
- Development(s) completed in a timely fashion
- Tenant complaints-documented life/safety issues
- Public comment
- Materials/Amenities
- Landscaping
- Quality of workmanship
- Past site selection-location/linkages

#### **Non-Performance Deduction**

- WHEDA reserves the right to deduct up to 15 points for developer/applicant non-compliance on a previous tax credit award.
- Deductions shall extend no more than twenty four months from the date of discovery
- Examples: failure to incorporate design/amenity/accessibility/energy efficiency/support services for which the developer received points

#### **Market (Geographic) Familiarity**

- Knowledge of project's general area and target market area specifics: neighborhood characteristics, city/area building requirements, target population demographics, employment variables, services, transportation options, etc.
- Number of developments in target market
- Relationships within community are documented

#### **Market (Product Type) Familiarity**

- Knowledge of housing and amenity preferences of project's target population
- Experience in market with proposed type of project (i.e. elderly, family, special needs, supportive)
- Performance of other projects in specific market
- Documented relationships with local community including service providers, contractors, tenant groups, neighborhood groups.

#### **Understanding of Tax Credit Process**

- Completeness and organization of this and previous tax credit applications
- Ability to navigate tax credit allocation process
- Success of prior tax credit projects
- Timely submission of documents
- Compliance with tax credit monitoring requirements/Outstanding 8823s.

### **Ability to Bring Strong Players Together**

- Strength and experience of team members working together as team on developments
- History of individual development team members in previous tax credit and other developments

- History of completing development with same team as shown on application
- Co-Developer/Consultant adding complimentary skills/experience

## **Management Agent Quality Scoring**

### **Compliance History**

- Number and quality of 8823's issued
- Responsiveness to federal and state housing compliance issues including AG 134, Equal Opportunity, affirmative fair marketing practices, 504, and LIHTC
- Staff stability
- Staff knowledge of program requirements
- Tenant files completeness and organization
- Processing certifications and recertifications
- Fees current or past due

### **Vacancy History**

- Type of portfolio vs. proposed project in application (i.e. family, elderly, special needs, RCAC)
- Length of time management agent has been managing the development (i.e. sufficient time to turn around a project that historically had issues)
- Management agent's track record of turning properties around
- Anomalies within the portfolio that would skew the data
- Market vs. management issue
- Taking over difficult properties that would skew overall data
- Marketing plan
- Advertising practices
- Vacancy management
- Waiting list management

### **Property Condition**

- Documentation showing prompt response to preventative and existing maintenance issues
- History of adequate reserves maintained for capital needs
- Site maintenance
- Building exterior
- Common areas
- Unit condition
- Health and safety
- Capital improvement planning

### **Capacity/Experience**

- History of sufficient personnel and infrastructure to maintain present portfolio of properties
- Documentation of sufficient personnel and infrastructure to support addition of this property to portfolio
- Staff responsiveness
- Staff size/qualifications
- Staff location (onsite/offsite)
- Staff training
- Staff supervision
- On-site administration
- Management entity functionality
- Resident relations
- Tenant selection
- Years of experience
- Number and type of projects developed (i.e. Section 8, section 42, market rate, elderly, family, special needs, RCAC, size of projects) vs. proposed project
- Size of projects (i.e. single family, duplexes, 4+ units, 20+ units) vs. proposed project in application
- Experience in specific market and/or product type