

A Guide to Public Housing Repositioning

Medium and Large Public Housing Authorities (PHAs)

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PORTFOLIO PLANNING IN MOBILE, AL

The Mobile Housing Board (MHB), the Public Housing authority for the City of Mobile, AL, recently completed a major repositioning planning exercise for its entire Public Housing portfolio, which included 13 different projects and 3,278 units. “Unfortunately, we have a number of extremely obsolete properties. Hence, it was unrealistic to assume we could redevelop all these properties using 9% credits. Also, we had limited agency resources. We needed a way to capture the key repositioning decisions on one piece of paper, both as we worked through the options for each property but also as we presented those recommendations to our Board, our residents, our local HUD office, and other stakeholders,” said Michael Pierce, Executive Director.

MHB developed a repositioning “scorecard” that captured, on one page, the following information:

- The property name;
- The pre- and post-conversion number of units;
- The repositioning option (e.g., RAD or RAD/Section Blend);
- The financing strategy (no-debt, debt, tax credit);
- The commitment of agency funds to each transaction; and
- The timing of either the RAD Financing Plan or the Section 18 application.

“It was definitely an iterative process”, said Mr. Pierce. “Obviously, we had to prioritize, and it took many different attempts to balance the desire to preserve as many units of assisted housing as possible with the anticipated funding. We eventually got to a place that we felt was a reasonable strategy for our community. The scorecard became essential for our internal planning but also in communicating our goals and strategies with the broader community.”