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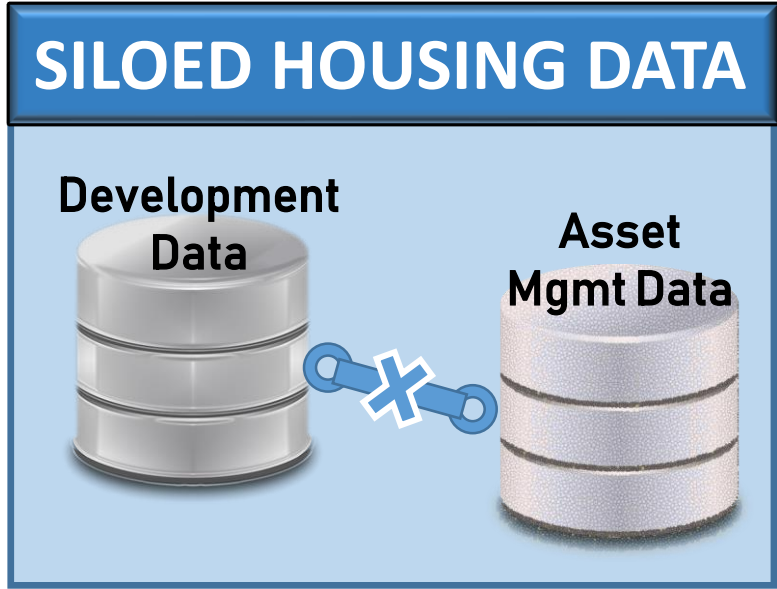
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# WHY WE NEED A BRIDGE

- ☀ Development data often resides in:
  - Excel spreadsheets
  - Custom built databases; or
  - Construction monitoring and disbursement software.

- ☀ Portfolio data resides in:
  - Excel spreadsheets;
  - Asset Management built software; and
  - Loan Servicing software.





## DEFINITION OF SILOED DATA

A **data silo** is a situation wherein only one group in an organization can access a set or source of data.

Multiple departments may store the same, similar, or complementary data – but separately.

# UNINTENTIONAL CAUSES OF SILOED DATA





**Cultural:** Competition between departments can cause some employees to keep data to themselves, rather than sharing data and working together.

**Structural:** May stem from a hierarchy separated by many layers of management and highly specialized staff.

**Technological:** Purchased and custom built databases may not “speak” to one another, and they may be too specialized or costly to be used by multiple departments.







# Problems caused by silos in affordable housing

-  Requires SME's for each software system or database;
-  Leads to further segregation between Departments;
-  Makes it difficult to measure exposure and risk;
-  Proves difficult to compile high level reports that include pipeline, production, and portfolio data.



## **Benefits to BRIDGING THE GAP**

-  **Use portfolio metrics to guide investment decisions**
-  **Remove data redundancy, the chance for data entry errors, and double counting;**
-  **Ensures that relevant information is included in the investment decision**
-  **Bridging the gap enables all stakeholders to see the big picture.**





# Data Collection & Use - Recommended Best Practices

- 1.** Use one secure database to manage all housing data;

## SINGLE DATABASE

Provides a 360° holistic view of your housing data

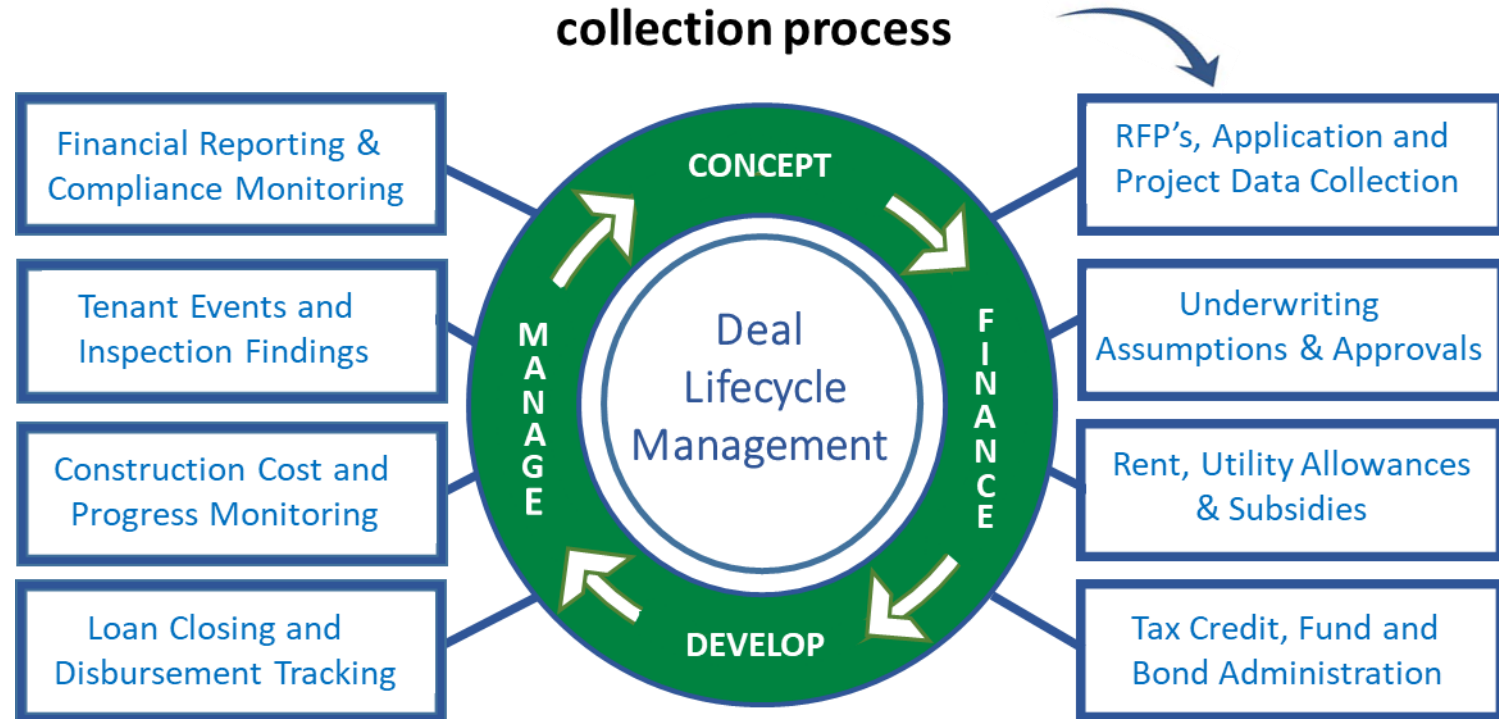




# Data Collection & Use - Recommended Best Practices

## 2. Collect data through the life cycle of each housing deal;

A new proposal starts the data collection process







# Data Collection & Use - Recommended Best Practices

## 3. Automate data collection practices

**Excel App to Database**

Universal ProLink Application Draft 2/13/2019 - Excel  
View ProLink Developer Procurement New Tab Tell me what you want to do... Debra Starbuck Share

smartdox  
Version 2/25/2019

### ProLink Universal Application

#### RENTAL HOUSING PROPOSAL INFORMATION

Project/Proposal Name:	DEF Apartments	Total Purchase Price	\$10,500,000	REQUIRED RELOCATION	TEMP	PERM
Primary Street Address:	123 Cedar Street	Appraised Purchase Value	\$10,650,000	Number Affordable Units	65	0
Address (cont'd):		Total Acreage	1.50	Number Market Units	0	0
City/Town:	Los Angeles	Cost per Acre	\$7,000,000	Number Commercial / Civic Tenants	0	0
State:	CA	Density /Units per Acre	43.33	Have you identified replacement or temp. units for those being displaced?		Yes
Zip+4	94562-2005	Unincorp area?	Yes	Have tenants been notified as required by the Uniform Relocaiton Act?	Yes	Yes
County/Jurisdiction/Colonia	Nevada	Region #	34	Complete required data shown on the "Relocation Info" worksheet		
Ward / Borough		QCT?	Yes	Method of Construction:	Negotiated Bid	
Designation:	Urban	MSA/MD?	Yes	Tenant Status:	Tenants in the Units at Closing	
Site Location Description if no street address yet		Total Proposed Units	65	Summary of Federal Enhancements:	Section 221d3 Section 8 Project Based Subsidy	
Development/Asset Type	Multifamily Rental Housing	Estimated Total Dev. Cost?	\$14,650,000	Summary of State Enhancements:	HFA Contract Administrator Local Rent Subsidy Disaster Financing	
Dev. Category / Overall Proposal Type:	Portfolio Refinance w/ Rehab	Cost per Unit?	\$225,385			
Construction Type:	Rehabilitation	Year Built	1990			
Predominant Unit Type:	High-Rise 5+ Story Flats	Year Last Rehabbed	2011			
Farmland Designation?	No	Opportunity Zone Type	State			
Infill Proposal?	No	Fed. / State Enterprise Zone?	State			
State Surplus Land?	No	Within an Empowerment Zone?	N/A			
Historic Property?	No	Qualified Investment Zone?	N/A			
Federally Defined - "At Risk" Project	Yes	Within a State defined Rural Zone?	No			
Transit Oriented Development	No					

Navigation: Rental Housing Proposal | Officials & Site Control | Applicant & Deal Team | Deal Contacts | Borrowers Org. Chart | Zoning & Site Specifics | Sou ...

**"Send" Universal App data to the ProLinkHFA database**



# Data Collection & Use - Recommended Best Practices

**4.** Asset Management, Compliance and Development groups should share the following types of data for informed business decisions:

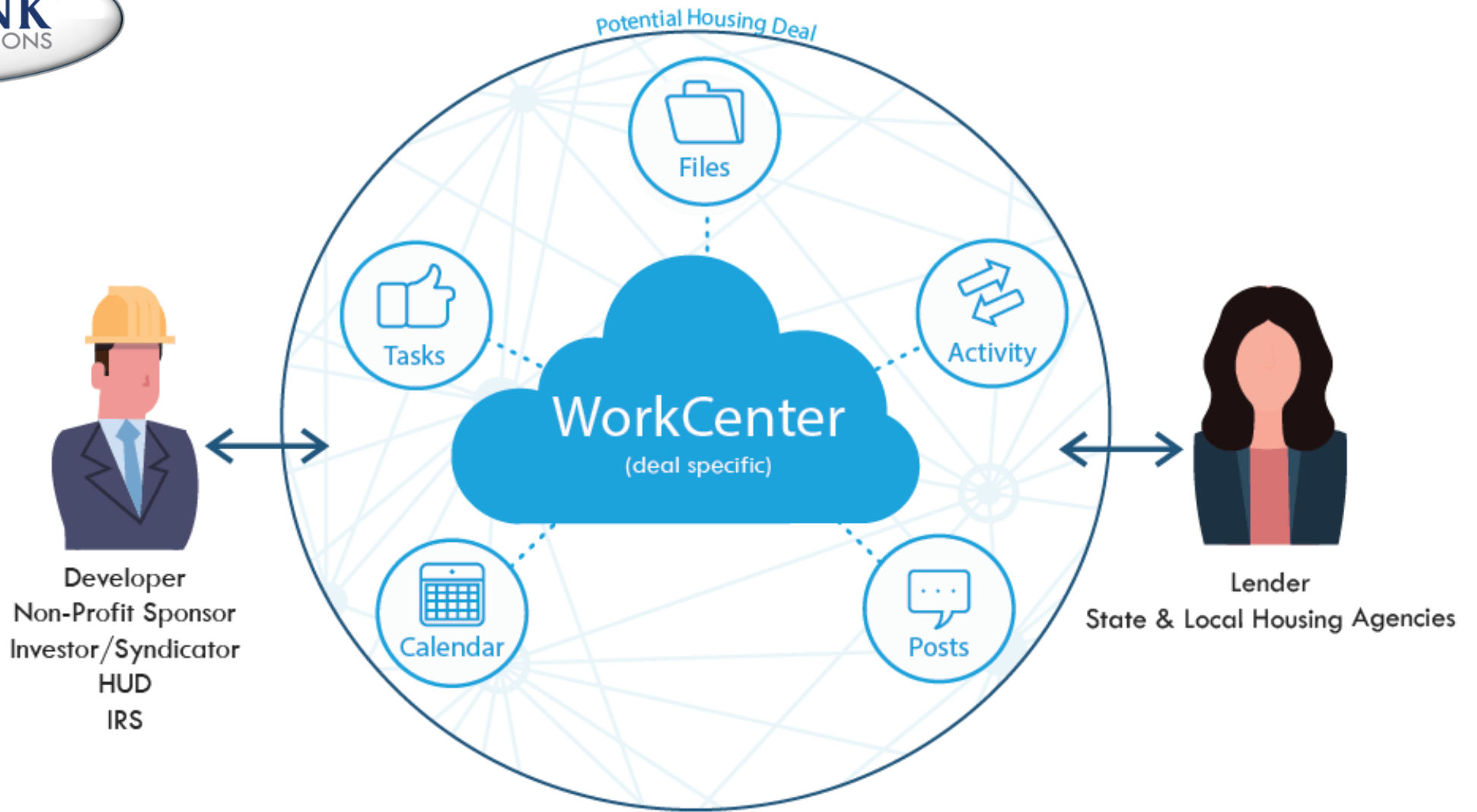
- Rents
- Vacancy Rates
- Inflation Rates
- Tenant Turnover
- Actual Utility Costs
- Developer performance concerns
- Management Company performance concerns
- Actual Operating Costs
- Repair & Maintenance Costs
- Property Management Fees
- Net Income & DSCR
- Reserve Balances



# Data sharing – it's the right thing to do

**Good data analytics isn't related to skill or technology – it's simply about having access to the right data at the right time in the right place so you can use it to make a decision.**





Developer  
Non-Profit Sponsor  
Investor/Syndicator  
HUD  
IRS

Lender  
State & Local Housing Agencies



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