

October 15TH, 2025

Affordable Multifamily Retrofit Series

WEBINAR #1: OVERVIEW OF THE FIELD GUIDE



We will start promptly at 10am





HOUSEKEEPING



Recording



Slides



**Closed
Captions**



Q&A

AGENDA

- Background & Context
- Case Study
- Overview of the Retrofit Process
- Q&A





HOST

DAVID HODGINS

Founder & CEO

SUSTENTO GROUP





BACKGROUND & CONTEXT

**Housing
Affordability**

**Aging
Buildings**

**Extreme
Heat**

**Air
Pollution**

**Utility
Bills**

Regulation

**Access to
Funding**



Field Guide

- What is it?
- What does it include?
 - Best-by-step
 - Templates
 - Resources



Upcoming Webinars

WEBINAR #2

Financing

January 2026

WEBINAR #3

**Tenant
Engagement**

March 2026

WEBINAR #4

**Construction
Management**

June 2026



CASE STUDY

LORENA TERRANCE



No relocation has been needed; 80% complete.



- LIHTC, Y15 exit, fully owned by ELACC as of 1/1/2023
- Built in 2006
- 49 units in 4 buildings
- All units are occupied



CASE STUDY

LORENA TERRANCE

Scope of Work

- In-unit A/C mini splits
- In-unit heat pump water heater
- Common area A/C: mini splits
- Common area heat pump water heaters
- LED lighting
- Low flow aerators & shower heads
- Dishwashers

Financing Model

- Grants and incentive programs + AEA ensures correct installation
- Revolving credit facility at entity level
- Security via assignment of incentives
- AEA ensures equipment installed correctly
- Only moving forward when grants / incentives are secured (no tail)
- Need source to pay origination fee and interest



EAST LA COMMUNITY CORPORATION

Retrofit Total **\$1,628,402**

MAHEP	\$390,000
LIWP	\$433,725
CAMR	\$453,968
TECH	\$200,900
Grants	\$150,000

FLOW CHART



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GETTING STARTED



Team Structure



Time Commitment



**Leveraging
External Partners**



Planning for Action



Success Metrics



Key Considerations





How can these be stacked?

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FUNDING YOUR PROJECT

- **\$20K / unit**
- **Options**
 - Reserves
 - Grants
 - Re-fi / Re-syndication
- **Incentives**
 - Eligibility
 - Typical Cost Coverage – 30*80%
 - Local & State Programs
- **Financing Options**
 - Contractor Financing
 - CDFI Financing
 - Other Options
- **Additional Considerations**
 - Insurability



CASE STUDY

Vallejo Apartments



No relocation has been needed. Project completed 6/25.



EAST LA COMMUNITY CORPORATION

- Naturally Occurring Affordable Housing (NOAH)
- Built in 1913
- 17 units in 2 buildings
- 16/17 are occupied



CASE STUDY

Vallejo Apartments

Scope of Work

- In-unit A/C mini splits
- Upgrade Centralized (gas) Water Heater and back house gas water heater to Heat Pump water heater
- Induction Cooktops
- LED lighting (in-unit and common area)
 - In-unit dimmer switches
- Low flow aerators & shower heads
- Electrical panel upgrade

Same Financing Model as Lorena Terrace



EAST LA COMMUNITY CORPORATION

Retrofit Total \$1,047,229

MAHEP	\$132,700
LIWP	\$138,089
CAMR	\$304,557
CAMR Boost	\$122,500
TECH	\$345,000
Grants	\$30,000

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PORTFOLIO OVERVIEW

GOAL = create snapshot to support strategic prioritization & selection of properties to retrofit over time



**Tenant Population
& Affordability Requirements**



**Gathering Property
Information**



**Overlay Financial
Timelines & Relationships**



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PORTFOLIO OVERVIEW



Existing Capital Partners
(LAHD, HUD + Others)



Assess Financial Posture
(Assets + Org)



**Regulatory Compliance
& Benchmarking**





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SELECTING PROPERTIES

- **Prioritizing & Phasing the Project**
 - Factors to Consider
 - Urgency
 - Readiness
 - Leaning Opportunity
- **Financial & Organizational Impact Analysis**



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ENGAGING TENANTS



Key Discussion Topics



Engagement Timeline



Gathering Tenant
Feedback





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DEVELOPING A SCOPE OF WORK

- **Data Collection & Review**
- **Conducting a Site Visit**
- **Assessing Electrical Capacity & Planning for Upgrades**
- **Defining your SOW**
- **Refining your SOW**





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SELECTING A CONTRACTOR

- Identifying the Right Contractor
- Request for Proposals
- Select Equipment & Finalize Placement
- Construction Phasing & Scheduling
- Construction Budget & Incentive Draw Schedule





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FINANCING

- **Sharing Project Credit Package with Capital Providers**
- **ELACC Process**
- **CAMR FTA Pilot**
Financial Technical Assistance



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CONSTRUCTION

- **Preparing for Construction**
- **Testing & Ordering Equipment**
- **Flexible Construction Scheduling**
- **Beginning Construction**
- **Coordinate Inspections & Adjustments**





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Conducting QA & Verification

- **Plan & Schedule Inspections**
- **Perform Commissioning**
- **Verify Equipment Performance**
- **Document Completed Work**
- **Obtain Necessary Certifications**
- **Training Maintenance Teams**
- **Tenant Education**
- **Conduct Post-Retrofit Inspections**

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MONITORING UTILITY USE

- Determine Scope of Monitoring
- Set Up a Monitoring System
- Engage Tenants in Monitoring
- Analyze Data for Optimization





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MANAGING O&M

- **Train Maintenance Staff**
- **Update O&M Procedures**
- **Plan Preventative Maintenance**
- **Monitor Ongoing Performance**





Q & A

Thank you

