

## Mixed-Finance Responsibility Checklist

PHA Staff	PHA Consultants	Project Manager	Developer	<p><b>Instructions:</b></p> <p>Enter a 1, 2 or 3 in the left-hand columns to indicate the level of responsibility that each party has in completing the listed tasks.</p> <p>The party with ultimate responsibility for task completion should be ranked 1.</p> <p>The party that assists in task completion should be ranked 2.</p> <p>The party that only reviews or monitors task completion should be ranked 3.</p> <p>If a party is not involved in task completion, leave its block blank.</p> <p>If a column to the left or section below does not apply, cross out the column or section title.</p> <p><b>TASK</b></p>
				<p><b>General</b></p> <p>Facilitate and foster involvement of residents in major decisions.</p> <p>Promote communication with neighborhood groups.</p> <p>Supervise and coordinate activities of all HOPE VI team members/partners.</p> <p>Prepare and update/revise, as necessary, the project implementation schedule and budget.</p> <p>Submit monthly financial, management and project status activity reports to HUD.</p> <p>Prepare all required submissions and reports to HUD and other agencies.</p>
				<p><b>Predevelopment Activities</b></p> <p>Initiate Site Acquisition Activities.</p> <p>Provide evidence of adequate zoning; prepare PUD, if required.</p> <p>Develop a Relocation Plan; relocate residents.</p> <p>Test for hazardous materials and develop an abatement procedure; obtain environment review.</p> <p>Prepare Demolition and/or Disposition Plan and submit to HUD for approval.</p> <p>Prepare Acquisition Plan (if applicable) and submit to HUD for approval.</p> <p>Design and obtain commitments for site improvements</p>
				<p><b>Revitalization Plan</b></p> <p>Structure and implement participatory planning process</p> <p>Develop Master Plan for site and neighborhood revitalization activities.</p> <p>Submit additional information requested by HUD for revitalization plan approval.</p> <p>Obtain local backing and secure letters of support.</p>
				<p><b>Legal</b></p> <p><b>HUD Compliance</b></p> <p>Certify that the PHA has legal authority under local laws to develop housing and to proceed with the project as proposed.</p> <p>Provide evidence the owner has site control.</p> <p>Provide evidence the proposed development complies with applicable zoning or won't be delayed by rezone.</p> <p>Complete subdivision if necessary.</p> <p>Provide ALTA form title policy.</p> <p>Provide evidence of real estate property and leasehold tax exemption (PILOT).</p> <p>Provide evidence that the existing Cooperation Agreement covers the mixed-finance PHA units.</p> <p>Assist HUD field office/City with environmental (parts 50 and 58) review and Section 213 Clearance.</p> <p>Advise team on mixed-finance regulations.</p>
				<p><b>Procurement</b></p> <p>Advise team on federal and local procurement regulations.</p> <p>Draft and/or review RFPs/RFQs.</p> <p>Draft and/or review contracts between all team members.</p>
				<p><b>Negotiating the Deal</b></p> <p>Represent PHA in negotiations with the developer.</p> <p>Develop ownership structure for mixed-finance rental and homeownership (LP, GP).</p> <p>Develop Organizational Documents of the owner.</p> <p>Prepare the Limited Partnership Agreement/Development Agreement.</p> <p>Prepare the Regulatory and Operating Agreement - method for allocating operating subsidy and terms if unable to provide.</p> <p>Coordinate/draft all mixed-finance legal evidentiaries, including loan documents, regulatory &amp; operating agreement.</p> <p>Negotiate with HUD on HUD evidentiaries and requirements.</p> <p>Provide legal structure for ensuring the long-term affordability of the PHA stock.</p> <p>Prepare the Management Agreement.</p> <p>Advise on creation of management-related documents (e.g. site-based waiting list, tenant leases, ACOP)</p>
				<p><b>Financing/Real Estate Services</b></p> <p>Assist in financial structuring (e.g., LIHTC, tax-exempt bonds).</p> <p>Provide legal counsel on tax credit syndication to assure compliance with tax provisions.</p> <p>Provide legal counsel on bond issuance.</p> <p>Record real property legal description and title.</p>
				<p><b>Nonrental Components</b></p> <p>Analyze and advise team on homeownership models.</p> <p>Draft homeownership-related loan documents, use restriction covenants, and sales contracts.</p> <p>Advise on commercial/retail development (includes development of leases, Section 3 businesses)</p>
				<p><b>Procurement</b></p> <p>Prepare RFPs for consultants such as program manager, legal, financial, design, relocation, services, etc.</p> <p>Prepare RFQ for developer partner and/or A/E.</p> <p>Coordinate pre-proposal conferences; review, analyze and score proposals; check references.</p> <p>Obtain an independent cost estimate; negotiate fees.</p>





## Mixed-Finance Responsibility Checklist

PHA Staff	PHA Consultants	Project Manager	Developer	<b>Instructions:</b> Enter a 1, 2 or 3 in the left-hand columns to indicate the level of responsibility that each party has in completing the listed tasks. The party with ultimate responsibility for task completion should be ranked 1. The party that assists in task completion should be ranked 2. The party that only reviews or monitors task completion should be ranked 3. If a party is not involved in task completion, leave its block blank. If a column to the left or section below does not apply, cross out the column or section title.
				<b>TASK</b>
				<b>Construction</b>
				Develop phasing plan and construction critical path schedule.
				Obtain regulatory approvals and permits.
				Develop M/W/DBE participation goals.
				Prepare bidding package strategy and coordinate with A/E.
				Advertise, bid and award construction contracts.
				Initiate and complete hazardous materials abatement.
				Initiate and complete demolition.
				Initiate and complete construction of infrastructure.
				Initiate and complete construction of housing.
				Initiate and complete construction of community facilities.
				Establish construction draw schedule and monitor draws against schedule.
				Compile maintenance manuals and guarantees for transmittal to PHA.
				Perform inspections, monitor contractor compliance and certify completion.
				<b>Property Management/Reoccupancy</b>
				Prepare a management plan that is responsive to the mixed-income and self-sufficiency goals.
				Prepare operating expense and proforma.
				Develop management policies including community rules, lease, orientation, application process, etc.
				Submit waiver request to HUD FHEO and PHM if proposing site-based waiting list.
				Develop a marketing program.
				Develop and hold reoccupancy training.
				Implement interim management, particularly if involving phased construction.
				Return temporarily relocated residents to the development.
				Complete unit rent-up/sales.
				Implement long-term management plan.
				Provide documentation for on-going compliance.
				<b>Asset Management (PHA Ongoing Regulatory and Compliance Responsibilities)</b>
				Create an asset management implementation manual to guide PHA staff.
				Identify PHA personnel responsible for asset management.
				Monitor compliance with the R&O Agreement and all applicable statutes and regulations, and report to HUD as required.
				<b>Close-Out of Capital Grant</b>
				Initiate DOFA.
				Complete cost certification.
				Conduct final audit of program activities and expenditures.
				Prepare final report in accordance with HUD's Grant Agreement.
				Transfer archival information.
				Reach EIOP.