

PUBLIC HOUSING AGENCY OF THE CITY OF SAINT PAUL**REPORT TO COMMISSIONERS****FROM JON M. GUTZMANN
EXECUTIVE DIRECTOR****REGARDING** INFORMATIONAL REPORT
Project Update - RAD Conversion**DATE** April 24, 2019

In late March 2019 staff submitted the PHA's eight RAD Financing Plan packages by uploading over 300 documents to HUD's online "RAD Resource Desk", thereby completing another major milestone in the RAD conversion of 3,855 public housing dwelling units to Project-Based Rental Assistance (PBRA). The Financing Plans demonstrate that the PHA will "self-finance" the approximately \$9.039 million Initial Deposit to Replacement Reserves (IDRR) using the 2019 Capital Fund Program (CFP) grant, as approved at the November 28, 2018 Board meeting. This will allow the PHA to avoid incurring debt at the time of conversion and allow for greater long-term funding flexibility.

Immediately after staff submitted the Financing Plans, HUD assigned a "Financing Transaction Manager" (FTM) who will work with other HUD staff and PHA staff on the next steps in the RAD conversion process. The PHA's FTM is Arnold Taylor from HUD's Office of Recapitalization (RECAP) in Chicago. The next major milestone will be HUD's issuing "RAD Conversion Commitments (RCCs)" to the PHA for the eight Financing Plans, which staff anticipates will occur by the end of May 2019. After receiving the RCCs, the PHA will have 30 days to accept them by signing a RAD Conversion Agreement for each project. (The projects are the former public housing Asset Management Projects (AMPs 1-8), excluding the 418 scattered site single family homes and duplexes). The RAD conversions must close within 90 days of the RCC issuance. In preparation for RAD closing, staff has finalized drafts of the

PBRA Model Lease and House Rules, which are recommended for Board approval in a separate report on this meeting's agenda).

As explained in a previous report, several PHA staff members have been attending training sessions on RAD- and PBRA-related topics, to prepare for the transition from the Low Income Public Housing program under HUD's Office of Public and Indian Housing (PIH) to the Project-Based Rental Assistance (PBRA) program administered by HUD's Office of Multifamily Housing. As a result of the information obtained by staff attending these sessions, staff have issued two separate Requests for Proposals (RFPs) for multi-day RAD trainings that will be presented onsite for a large number of staff. The first session will include a one-day RAD-PBRA overview, followed by more intensive training on key property management topics in Multifamily Housing such as tenant selection and waiting list management, program eligibility, leasing considerations and rent adjustments. The session will conclude with a certification test. The second training will focus on rent calculations, the Enterprise Income Verification (EIV) system and the Tenant Rental Assistance Certification System (TRACS), and also provide certification testing. Money is earmarked for RAD training in the 2018 Capital Fund Program budget. These trainings will be attended by approximately 80 to 100 staff members across all departments, with a heavy emphasis on Resident Services and Finance.

JTL/AJH/FAH

Attachments: RAD Project Plan

PROJECT PLAN

Updated 2019_03.13

RAD Conversion

Group Leader: Angie Holm

Phase	Subphase	Action Items	Assigned to	Complete by	Notes	
11. June 2017 Board Meeting (6/28/17)	11.1	Reach out to PHA's that have successfully completed RAD Conversion	Jon Gutzmann	Ongoing	Emails sent out 6/13/17, several responses received. We will continue to follow-up.	
	11.2	Continue discussing RAD experiences with other Agencies (El Paso, Laurinburg, Cambridge, Santa Barbara, Nashville, etc)	All	Ongoing		
	11.3	Determine if Finance Dept will be comfortable with financial reporting requirements following RAD Conversion	Ron Moen	Ongoing	Group discussion re: RBV is still open. All site portfolio head rep. done re: RBV.	
	11.4	Develop a continually updating Project Plan	Jordan LaSota	Ongoing		
	11.5	Work with Jaime to develop plans for Board Presentation	Angie Holm	Ongoing until Board Meeting	Meeting was held on 6/27 to go over the Board Presentation.	
	11.6	Draft Board Report for Operating Budget Revision	Ron Moen	2017.06.20	Complete. Board Report is on K-Drive.	
	11.7	Draft and Refine Board Report for Asset Preservation and Homeownership Initiative	Jon Gutzmann, Al Hester	2017.06.20	Complete. Board Report is on K-Drive.	
	11.8	Update Portfolio-Wide Conversion Analysis for June Board Meeting	Angie Holm, Ron Moen	2017.06.20	Complete. Board Report is on K-Drive.	
	11.9	In-depth discussion with Jaime about questions we have about RAD Notice, Application, RBV vs PRA, etc.	All	2017.06.27	We will meet with Jaime in the afternoon on Tuesday June 27th. Jordan LaSota will produce an agenda and send to all meeting attendees, including Jaime.	
	12. Procurement	12.1	Procure Consulting Services for Asset Preservation and Homeownership Initiative	Jordan LaSota	2017.06.28	PHA has awarded contract to Hawkins, DeHafeld, & Wood (Rod Solomon) Group.
		12.2	Procure Consulting Services for RAD Application Specialist	Jordan LaSota	2017.06.28	Proposals were received on 6/28. Contract awarded to The Communities Group.
		13.1	Draft Powerpoint Presentation for Stakeholder Communication	Al Hester, Mai Moen, Jordan LaSota	2017.06.23	Work began 6/13/17. Completed on 6/27/17. Louise Seeba drafting RAD-Specific revision for Resident Meetings.
	13.2	Schedule Resident Information Meetings	Mike Winston	2017.06.20	Work began 6/13/17. Meeting schedule completed on 6/21/17. Sign-up schedule completed on 6/27/17. 6/28/17 revision sent out; removed (4) meetings.	
	13.3	Draft Notice for first round of Resident Informational Meetings (Incorporating RAD Information Notice)	Mike Winston, Angie Holm, Alicia Huckley, Al Hester	2017.06.27	Work began 6/13/17. Notice completed on 6/27. Louise Seeba revising Notice on 6/29.	
	13.4	Send out Notice for first round of Resident Informational Meetings (Incorporating RAD Information Notice)	Mike Winston	2017.06.29	Invite Community Advocates to Resident Information Meetings?	
	13.5	Schedule rooms for meetings with RS Staff	Mike Winston, Jordan LaSota	2017.06.22	Rooms are reserved.	
	13.6	Compile a list of current Resident Council Officers to be acknowledged at Resident Information Meetings	Mike Winston	2017.06.29	Julia Huiperts is assisting with this request.	
	13.7	Schedule Interpreters for Resident Information meetings	Mike Winston	2017.06.29	Interpreters are scheduled based on the interpreters typically used at each building's Resident Council Meetings.	
	13.8	Reserve IT equipment for Resident Information Meetings	Mike Winston	2017.06.29	IMS notified of upcoming meetings on 6/13/17. Equipment will be reserved through IMS Equipment Checkout Database.	
	13.9	Schedule Community Stakeholder Meeting and a separate RAB Public Hearing for 45 day window for Amendment to Agency Plan (Both on same day and location)	Al Hester, Jordan LaSota	2017.06.29	45th day from 6/30 is Saturday 6/24. Meeting to be scheduled for week of 8/24. Invite Advocates, SMRS, District Planning Councils, and local Non-Profits such as Aeon, Common Bond, Habitat, etc.	
	13.10	Send out Notice for Agency Plan Amendment and schedule Public Hearing	Al Hester	2017.06.30	Meeting is scheduled for Tuesday August 15th at 2pm at McDonough.	
	13.11	Edit PPT Presentation for RAD Information Meetings	Louise Seeba	2017.07.06	Draft of RAD Information Meeting PPT is complete and will be finalized following 7/6 Coordination Meeting.	
	13.12	Group "Practice Run" of PPT Presentation including simulating anticipated questions	All	2017.07.06		

1 Pre-Application & Ongoing Communication

1.3 Stakeholder Communication

		1.3.13	RAD Information Meetings at Various Locations	All	2017.07.10 to 2017.07.18	Meeting Sign-Up Sheet is on K-Drive. 19 meetings complete as of 7/17/17.
		1.3.14	Schedule and send out invitations for RAD Meeting with Resident Advisory Board (RAB)	Al Hester	2017.07	
		1.3.15	RAD meeting with Resident Advisory Board (RAB)	Al Hester	2017.07.25	Scheduled for 7/25 in the PHA Board Room. Will incorporate Q&A from previously held RAD Information Meetings.
		1.3.16	Draft Informational Board Report for July Board Meeting to update Board on progress of RAD work	Jordan LaSota, Al Hester, Mai Moua	2017.07.18	Draft Board Report is on the K-Drive, attachments include RAD PPT, RAD Project Plan, Resident Notices, Meeting Notes from RAD Info Meetings
		1.3.17	Compile Q&A from Resident Meetings for RAD Application	Mike Winston, Angie Holm, Jordan LaSota	2017.07.21	All notes are compiled as of 7/19/17.
		1.3.18	Review meeting notes from Resident RAD Meetings	Louise Seeba	2017.07.28	Meeting notes were included with RAD Applications
		1.3.19	Publish PowerPoint from RAD Information Meetings on PHA Website	Mai Moua	2017.07.21	Completed
		1.3.20	Brief City Council Members and Mayor on PHA's RAD Plans	Jon Gutzmann, Al Hester, Louise Seeba, Sean Whitley	Fall 2017	Send packet including PPT, Resident Notices, and Board Reports
		1.3.21	Draft, Refine, and Publish RAD FAQ's	All	Fall 2017	PHA RAD Fact Sheet was sent out by Mai Moua on 12/14/17
		1.3.22	Follow-up communication with residents about the PHA's progress toward RAD Conversion	All	Ongoing	We'll need to do another round of resident communication following CHAF's HUD.
1.4	July 2017 Board Meeting (7/26/17)	1.4.1	Draft and Refine Board Report updating the Board on Staff progress on RAD Conversion	Jordan LaSota	2017.07.19	
		1.4.2	Board Presentation - Update on RAD Conversion progress	Jon Gutzmann, Jordan LaSota	2017.07.26	
1.5	August 2017 Board Approval (8/23/17)	1.5.1	Draft and Refine Board Report for approval for PHA to submit RAD Applications	Jon Gutzmann, Al Hester, Angie Holm	2017.08.15	August Board Meeting date is 8/23/17.
		1.5.2	Board Presentation for approval to apply for RAD Conversion at 8 AM/PS	Jon Gutzmann, Angie Holm, Sean Whitley	2017.08.23	Board Approval received. RAD Applications submitted on 8/25/17
		1.6.1	Draft and Refine Board Report explaining staff choice to apply under PSV	Sean Whitley	2017.09.20	September Board Meeting date is 9/27/17.
1.6	September 2017 Board Meeting (9/27/17)	1.6.2	Presentation Staff's choice to apply and convert under PSV	Sean Whitley	2017.09.27	September Board Meeting date is 9/27/17. Complete. Board requested further explanation of entity creation, capital improvement plans, etc.
		1.7.1	Further explain RAD PSV - entity creation, capital improvements, etc to the Board for final approval of RAD PSV	Louise Seeba, Sean Whitley, Angie Holm	2017.10.25	October Board Meeting date is 10/25/17.
1.7	October 2017 Board Meeting (10/25/17)	1.7.2	Consult with Rod Solomon and Scott County on entity creation for Board Report (if needed)	Louise Seeba, Sean Whitley	2017.10.10	
		1.8.1	Approval of Annual Plan for PHA Fiscal Year 2018	Jon Gutzmann, Al Hester	2017.11.13	
1.8	November 2017 Board Meeting (11/22/17)	1.8.2	Draft and Refine Asset Preservation and Homeownership Initiative Update Board Report	Jon Gutzmann, Louise Seeba, Al Hester	2017.11.13	
1.9	December 2017 Board Meeting (Cancelled)	1.9.1	December Board Meeting Cancelled			
1.10	January 2018 Board Meeting (1/24/18)	1.10.1	No RAD updates for the January 2018 Board Meeting		2018.01.16	
1.11	February 2018 Board Meeting (2/28/18)	1.11.1	Draft Informational Board Report updating the Board on APHJ progress	Jordan LaSota	2018.02.19	Status report on RAD (including upcoming HUD and MHFA meetings), Homeownership updates, possibly APHJ-related budget requests, etc

1.12	March 2018 Board Meeting (3/28/18)	1.12.1	Draft, Refine, and Present FY19 Budget Board Report, including CFP \$\$\$ for RAD Conversion and Scattered Sites Initiatives	All	2018.03.19	The board approved the FY19 budgets including funding for April related costs through the Capital fund.
1.13	April 2018 Board Meeting (4/25/18)	1.13.1	Draft, Refine, and Present RAD update Informational Board Report	Jordan LaSota, Angie Holm, Al Hester	2018.04.17	
1.14	May 2018 Board Meeting (4/23/18)	1.14.1	Draft, Refine, and Present RAD update Informational Board Report	Jordan LaSota, Angie Holm, Al Hester	2018.05.15	
1.15	June 2018 Board Meeting (6/27/18)	1.15.1	June Board Meeting Cancelled			
1.16	July 2018 Board Meeting (7/25/18)	1.16.1	Present "Keys to a Successful RAD Conversion" Powerpoint	Jordan LaSota, Angie Holm	2018.07.25	
1.17	August 2018 Board Meeting (8/22/18)	1.17.1	Draft, Refine, and Present RAD update Informational Board Report	Jordan LaSota, Angie Holm, Al Hester	2018.08.14	
1.18	September 2018 Board Meeting (9/26/18)	1.18.1	Draft, Refine, and Present RAD update Informational Board Report, including Powerpoint Presentation on CHAPs and Financing Plan	Jordan LaSota, Angie Holm, Al Hester	2018.09.17	
1.19	October 2018 Board Meeting (10/24/18)	1.19.1	Draft, Refine, and Present RAD update Informational Board Report	Angie Holm, Al Hester, Jordan LaSota	2018.10.16	The Board approved staff's plan for self-funding the initial Deposits to Replacement Reserves as well as amending CHAPs to reflect FY18 RAD Rents.
1.20	November 2018 Board Meeting (11/28/18)	1.20.1	Draft, Refine, and Present Board Report recommending Initial Year Funding plan for RAD conversion. Also included will be a presentation of the Powerpoint that will be presented to residents during the Financing Plan stage.	Angie Holm, Al Hester, Jon Guzman	2018.11.15	This Report was pulled due to insufficient information regarding the Capital Needs Assessments. RAD team requested extending the Financing Plan submission date to 3/31/19 and will present the Financing Plan to the Board in February, 2019.
1.21	January 2019 Board Meeting (1/23/19)	1.21.1	Draft, Refine, and Present Board Report recommending approval to submit the PHA's Financing Plan.	Al Hester	2019.01.16	
		1.21.2	Draft, Refine, and Present Board Report requesting approval of Amended Agency Plan and CHAP amendments	Jordan LaSota, Angie Holm	2019.01.16	This Board Report included summaries of the December 2018 Resident RAD Information Meetings and a copy of the PPT from those meetings.
		1.21.3	Draft, Refine, and Present RAD update Informational Board Report	Angie Holm, Al Hester, Jon Guzman	2019.02.14	The Board approved the plan to submit all 8 RAD Financing Plans by the March 31, 2019 deadline at the February 27, 2019 Board Meeting.
1.22	February 2019 Board Meeting (2/27/19)	1.22.1	Draft, Refine, and Present Board Report recommending approval to submit the PHA's Financing Plan.	Jordan LaSota, Angie Holm	2019.03.15	
1.23	March 2018 Board Meeting (3/28/18)	1.23.1	Draft, Refine, and Present RAD update Informational Board Report			
2.1	Timeline	2.1.1	Develop a RAD Conversion Timeline to be incorporated into overall Project Plan	Angie Holm, Jaime Bordenave	Ongoing	
		2.2.1	Develop groupings of projects for RAD Applications	Dave Lane, Angie Holm	2017.08.18	We will submit several applications based on the current AMFs

2 Application Process

		2.2.2	Review and finalize CNA numbers for Hi-Rises and Family Sites to determine where further changes can be made to make our application as strong as possible	Dave Lang	2017.07.21	Dave and Jordan will meet the week of 7/17 to finalize CNA and submit to Angie.
		2.2.3	Decide whether to prepare and submit RAD applications internally or use TCG to prepare and submit to HUD	All	2017.07.20	TCG will prepare and submit PHA's RAD applications at a rate of \$750 per application.
		2.2.4	Supply Utility Allowances by project by unit size to TCG for RAD Applications	Angie Holm	2017.07.28	TCG = The Communities Group (RAD Application Specialist)
		2.2.5	Provide most recently approved Operating Budget for TCG for RAD Applications	Angie Holm	2017.08.04	TCG = The Communities Group (RAD Application Specialist)
		2.2.6	Provide estimate of other income (late fees, damage, utilities reimbursements, etc - if applicable) by AMF to TCG for RAD Applications	Angie Holm	2017.08.04	TCG = The Communities Group (RAD Application Specialist)
		2.2.7	Prepare Explanation of Projected Reduction in Vacancy and Collection Rates for TCG to use in RAD Applications	Angie Holm	2017.08.04	TCG = The Communities Group (RAD Application Specialist)
		2.2.8	Internal discussion about PBV vs PBRA	All	Complete	We will apply as PBV - Plan will be to change to PBRA during the financing Plan Phase
		2.2.9	Discussions with RAD Agencies, HUD, Consultants about PBV vs PBRA	All	Complete	
		2.2.10	Prepare any additional narratives to include with RAD Applications - if needed	Dave Lang, Angie Holm, Jaime Bordenave	2017.08.18	Dave provided narratives on ADA compliance and environmental efforts.
		2.2.11	Work with RAD Application Specialist to draft RAD Applications	Angie Holm, Jaime Bordenave	2017.08.30	RAD Applications are complete. The goal is to submit RAD Applications 3-4 weeks after August 23rd Board Meeting, pending Board Approval.
		2.2.12	Submit RAD Applications to HUD	Jaime Bordenave	2017.09.01	Plan is to submit 3-4 weeks after August Board Approval. Decision will be made at August 24th Coordination Meeting. RAD Applications were submitted on 8/25/17.
		2.2.13	Receive Commitments to Enter into a Housing Assistance Payment Contract (CHAP) from HUD	All		A separate CHAP is issued for each of the PHA's approved projects. The CHAP terms and conditions are not subject to negotiation. HUD has up to 60 days to review following application submission (pending HUD's invitation to submit application). It is possible we receive CHAPs at different times for each of the 8 applications we submitted.
		2.2.14	Accept HUD's Commitment to Enter into a Housing Assistance Payment Contract (CHAP)	All		PHA must confirm its acceptance of the CHAP within 30 days of CHAP issuance.
		3.1.1	Draft Significant Amendment to PHA's Agency Plan	Al Hester		Must be completed before Financing Plan is submitted.
		3.1.2	Schedule and advertise Public Hearing for Significant Amendment to Agency Plan	Al Hester	2017.08.15	Meeting was held on Tuesday August 15th at 2pm at McDonough Community Center
		3.1.3	Hold Public Hearing on Amendment to Agency Plan	Al Hester, Jon Guzman		
		3.1.4	Amend the PHA's Agency Plan to include potential RAD Conversion	Al Hester	2019.01.23	
	3.1	3.1.5	Present Agency Plan Amendment to the Board to be included in Financing Plan as a CHAP Amendment	Al Hester	2019.01.23	
		3.1.6	Include CHAP amendment with significant amendment to the Agency Plan for RAD conversion with Financing Plan	Angie Holm	With Financing Plan Submission	Via the RAD Resource Deck.
		3.2.1	Understand how PBRA will affect PHA from a legal perspective (lease, etc)	Louise Seeba, Sean Whitley	Ongoing	PBV provides much more flexibility with regards to the PHA lease, which would allow the PHA to maintain our strict rates and allow us to maintain our high standards which allow lease-compliant residents to enjoy a higher quality of living. In Sean's words - "SMARIS would love the PBRA lease."
		3.2.2	Understand how PBRA will affect PHA from a Maintenance perspective (Capital Improvements, Staffing, etc)	Dave Lang, Jordan LaSota	Ongoing	While PBRA may require more HUD oversight in construction and rehabilitation efforts, it is not a great enough factor to shy away from the positives of PBRA
		3.2.3	Understand how PBRA will affect PHA's Resident Services (Building Managers, Screening, etc)	Mike Winston	Ongoing	

2.2 RAD Applications

3.1 Amend Agency Plan

3.2	PBV or PBRA	3.2.4	Understand how PBRA will affect PHA's Finance Department (Capital Improvements, Staffing, etc)	Ron Moen, Angie Holm	Ongoing	
		3.2.5	Understand how PBRA will affect the PHA's Section 8 Department	Dominic Mitchell, Al Hester	Ongoing	
		3.2.6	Make final determination on the type of conversion (PBV or PBRA)	All	Complete	Must be included in Financing Plan. Our final decision is PBV+PBRA.
		3.2.7	Draft and present Board Report recommending we apply for RAD under PBV rules and regulations	Sean Whately, Louise Seebg	2017.09.20	Board Report presented by Sean at the 9/27/17 Board Meeting. The Board requested further explanation at the October Board Meeting. After further information received on CHSP, possibly using our lease with PBRA, etc we have decided on PBRA.
		3.2.8	Change "PBV" to "PBRA" as an amendment in our Financing Plan	Jon Gutzmann, Louise Seebg, Angie Holm	After CHAPs	As of October, 2018, all CHAPs reflect "PBRA."
		3.3.1	Draft RFP for 3rd Party CNA, including Environmental Review	Dave Lang	2017.09.01	Have Contract in place so we can start PCA as soon as we receive CHAP from HUD. RFP will be issued on 9/29/17. Contract is in place. EMG has completed their inspections and working on sending the first reports to us.
		3.3.2	Draft Board Reports to Award Contracts for 3rd Party CNA and Environmental Review	Dave Lang	2017.10.17	Both contracts were awarded to EMG at the October 2017 Board Meeting.
		3.3.3	Complete inspections for CNA and Environmental Assessments at all sites in AMFs 1-8	Dave Lang	2018.01.19	All inspections are complete as of 1/19/18. November 2018 Update: the original ENA's expired and EMG is now re-assessing each site. Assessments and reports should be complete by Mid-December. Dave edited and sent back with comments EMG's CNA submission #1.
		3.3.4	Work with EMG to fine-tune their CNA based on info we give them about work we've done at our properties, prices we typically pay for materials and equipment, etc	Dave Lang	Ongoing	Dave edited and sent back with comments EMG's CNA amounts with 2/24/18. Dave, Jordan, and Angie continue to discuss C.N.A. amounts with EMG. The C.N.A. will be finalized and run through the e-tool in December, 2018.
		3.3.5	Review and provide input on EMG's 2nd revision of the Capital Needs Assessments for AMFs 1-8	Dave Lang	Ongoing	Dave has edited and discussed proposed revisions to EMG's 2nd revision
3.3	Capital Needs Assessment (CNA) & Environmental Review	3.3.6	Work with On-Site Engineering to determine the need and cost estimate to replace potentially hazardous circuit breaker panels at Cleveland, Front, and Montreal Hi-Rises and Roosevelt A-Buildings	Dave Lang	Complete	On-Site Engineering's cost estimates are significantly lower than EMG's cost estimates for load center replacements
		3.3.7	Determine funding source for circuit breaker panel replacements at Cleveland, Front, and Montreal Hi-Rises and Roosevelt A-Buildings	Dave Lang	Complete	Estimates are low enough that we can likely perform this work with Capital Fund \$\$\$ and apply for FHLB/DV \$\$\$ for elevator modernizations
		3.3.8	Perform prototype circuit breaker panel replacements at Cleveland, Front, and Montreal Hi-Rises and Roosevelt A-Buildings	Jordan Lasota	Ongoing	Met with Erickson, Plumbing, Heating, and Electrical to get pricing on 4/2/18. Drafted PO to Erickson PHAE and have met with their fabricator to measure for replacement panels (5/9/18). Prototype completed on 8/2/18. Jordan now drafting construction documents for full replacements at Cleveland, Montreal, Front, and Roosevelt A-Buildings.
		3.3.9	Finalize Environmental Review with contractor EMG	Jordan Lasota	Ongoing	HUD cannot accept or approve an applicant's Financing Plan unless and until the required environmental review has been completed and found to meet environmental review requirements.
		3.3.10	EMG to complete 3rd Party CNA via HUD's e-Tool to include in Financing Plan	Jordan Lasota	2019.01.15	Must be complete within 180 days from receiving CHAP. We finalized and reviewed EMG's e-Tools in early February, 2019. Financing Plan submission date extended to March 31, 2019.
		3.3.11	Complete PHA portions of E-Tool spreadsheets and upload them to RAD Resource Desk as part of Financing Plan submission	Angie Holm	2019.02.15	Must be complete within 180 days from receiving CHAP. Submission date extended to March 31, 2019.
		3.4.1	Register with the RAD Resource Desk and develop an interactive working relationship with the assigned RAD Transaction Manager	Angie Holm, Jordan Lasota	As soon as we receive CHAPs	Both CHAP awards and HUD will track project/ portfolio progress by uploading documents to this site, which offers helpful information and guides as well as an FAQ desk for specific questions
		3.4.2	Amend all CHAPs to request F12S RAD Rents instead of Modified F12S RAD Rents	Ron Voer, Angie Holm	After 1/11/19	Anytime after January 1, 2019 and before submitting Financing Plan. The Board approved a pending CHAPs to F12S RAD Rents at the November 2018 Board Meeting.
		3.5.1	Reach out to PHAs that have converted to PBRA for information on processes, communications, and staffing following conversion	All	Ongoing	
		3.4	Documentation			

3.5	PBRA Research						
3.5.2	Discuss with others to use "Management Agent" or a PVA with subsidiary	Louise Seeba, Sean Whitley	Complete	I've chosen PVA our choice would be a PVA with a subsidiary due to the increased amount of liability risk that the option offers. NOT needed as we have chosen PBRA.			
3.5.3	Set-up mechanism to manage PVA units (SOLA3 LLC, etc)	Louise Seeba, Sean Whitley	After receiving CHAs	Make the complete within 90 days from receiving CHAs. See below for proposed meeting. We do not need City Council approval, but we will inform the City Council and Mayor of our RAD plans. Not needed as we have chosen PBRA.			
3.5.4	Set up phone call with Executive Director of Nashville Housing Authority (Jim Harrison) to discuss approval process of PVA lease as an enforceable addendum to PBRA model lease	Jon Gutzmann, Louise Saeba,					
3.5.5	Schedule meeting with HUD's Minneapolis Multifamily Asset Management Division Director, Laura Simpson, to discuss our RAD application and the RAD PBRA model lease	Jon Gutzmann, Louise Saeba, Sean Whitley, Kim Nguyen					
3.5.6	Meet with HUD's Minneapolis Multifamily Asset Management Division Director to discuss our RAD application and ability to add our lease as an addendum to the PBRA Model Lease	Jon Gutzmann, Louise Saeba, Sean Whitley, Kim Nguyen	2018.02.20	Meeting took place on February 20th. Jon and Staff reported the meeting was beneficial and follow-up meetings and phone calls will be scheduled.			
3.5.7	Schedule Meeting with MHPFA to discuss their role in our RAD Conversion and what that relationship will look like	Jon Gutzmann		As HUD's Multifamily office in Minneapolis will be our Contract Administrator instead of MHPFA, this meeting was cancelled.			
3.5.8	Follow-up meetings/discussion/emails with HUD Minneapolis about how to incorporate PVA lease terms into the PBRA model lease	Louise Saeba, Sean Whitley		Louise and Sean sent a lease comparison document, showing how our lease meets (and exceeds) the minimum requirements of the PBRA model lease, to HUD Mpl's the week of April 23rd			
3.6.1	Finalize EMG's and PVA's 20 year Capital Needs Assessments	Angie Holm, Ron Moen, Dave Lang, Jordan Lassota, Brent Feller	2018.10.24	Dave has worked with EMG to finalize their C.N.A. and Jordan completed the PVA's 20 year C.N.A. Both of which will be used to determine the amount needed for the Initial Deposit to Replacement Reserves			
3.6.2	Determine the amounts needed to fund each RAD conversion - How much do we need to deposit into Replacement Reserves?	Angie Holm, Ron Moen, Dave Lang, Jordan Lassota, Brent Feller	2018.11.01	Angie completed Operating Pro Forms for each project based on EMG's C.N.A. and the PVA's 20 year Capital Needs Assessment			
3.6.3	Meet to discuss how we should fund our RAD conversion - debt or no-debt?	All	2018.11.01	Following small group meetings and large group meetings, staff has determined we can fund our RAD conversion using 2019 CFP dollars.			
3.6.4	Hold a special meeting to determine how much 2019 CFP funding may need to be used to fund the initial reserve funds	Jon Gutzmann, Louise Saeba, Ron Moen, Angie Holm, Beth Lou Authier, Tim Angaran, Dave Lang, Tim Braun, Brent Feller, Jordan Lassota	2018.10.18	It was decided that all 2019 CFP funding, except \$500K for Scattered Sites, will be dedicated to funding the Initial Deposit to Replacement Reserves.			
3.6.5	Draft Board Report seeking concept approval to fund a "no-debt" conversion using 2019 CFP funds for the Initial Deposit to Replacement Reserves.	Angie Holm	2018.11.15	This report will be presented at the November 2018 Board Meeting. The Board approved the proposed plan to fund the DPRK using 2019 CFP funds at the November 2018 Board Meeting.			
3.6.6	Complete final Operating Pro Forms showing exactly how much we will deposit into Replacement Reserves for each project.	Angie Holm	2019.03.15	OPFs will be finalized prior to submission of Financing Plans using all the information we have available at that time. Angie will upload OPFs in late March, prior to the March 31st submission deadline.			
3.6.7	Draft Board Report for approval of the PVA's RAD funding plan	Angie Holm	Complete	This report will be presented at the January 2019 Board Meeting. The Board approved the proposed funding plan at the November 2018 Board Meeting.			
3.6.8	Determine if and how MHPFA we will need in mortgages for AAAs 5 & 8 (and any other AAAs that could need a mortgage depending on the outcome of 3rd Party CHA)	All	After receiving 3rd Party C.N.A.	It is possible we could need mortgages to finance RAD conversion in AAAs other than 5 & 8. November 2018 update: Staff is recommending using 2019 CFP dollars to fund the Initial Deposit to Replacement Reserves; so no financing should be needed.			
3.6.9	Proceed - Draft OPFs for mortgages for AAAs 5 & 8 (and any other AAAs that could need a mortgage depending on the outcome of 3rd Party CHA)	Dave Lang, Brent Feller, Angie Holm	After receiving C.N.A.	November 2018 update: Staff is recommending using 2019 CFP dollars to fund the Initial Deposit to Replacement Reserves; so no financing should be needed.			

3.6 RAD Funding Plan

	3.6.10	Draft Board Report recommending award of APAs - S & G - if needed	Dave Lang, Brent Feller, Ron Noen	After reviewing proposals	* Staff is recommending using 2019 CFP dollars to fund the initial Deposit to Replacement Reserves, so no financing should be needed.
	3.7.1	Submit an application into the Inventory Removals module in PIC in order to identify the units that will be removed from public housing Annual Contributions Contract (ACC) when the project completes conversion.	Curt Kline, Angie Holm, Al Hester	Complete	Must be submitted within 30 days of receiving CHAs. One application must be submitted for each CHAP HUD has issued.
	3.7.2	Select PIC Development(s) that are covered under the CHAP	Curt Kline, Angie Holm, Al Hester	Complete	
	3.7.3	Select buildings/units that will be removed from PIC when the property closes	Curt Kline, Angie Holm, Al Hester	Complete	
	3.7.4	Select acreage and non-dwelling buildings	Curt Kline, Angie Holm, Al Hester	Complete	
	3.7.5	Attachments to the PIC Removal Application include: The CHAP, Explanation of units and property in PIC Removal Application, and site maps that specifically identify all land proposed to be included in the RAD PIC Removal application as well as all buildings (DU and Non-DU) to be included. Land surveys are also encouraged.	Curt Kline, Angie Holm, Al Hester	Complete	
	3.8.1	Discuss and decide how to schedule and structure the second round of resident information meetings	Jordan Lasota	Complete	19 Resident Information Meetings took place in December 2018.
	3.8.2	Draft a PowerPoint presentation for the second round of resident information meetings	Louise Seeba, Mai Moua, Angie Holm, Jordan Lasota	Complete	The PPT was completed, was part of the November 2018 RAD update Board Presentation, and was used during the December, 2018 Resident Information Meetings.
	3.8.3	Schedule and secure spaces, refreshments, interpreters, etc for the resident information meetings	Jordan Lasota	Complete	We will hold one meeting at each site (20 total) and will occur between December 10 and December 18, 2018.
	3.8.4	Send out notices for the resident information meetings	Jordan Lasota, Charisse Brown	Complete	Notices were sent out on 11/29/18.
	3.8.5	Hold resident information meetings and track all resident comments, questions, and PHA responses.	All	Complete	Q&A will need to be included in the Financing Plan submission.
	3.8.6	Review/Format Q&A documents from Resident Info Meetings for inclusion in Financing Plan	Jordan Lasota, Louise Seeba	Complete	
	3.8.7	Include resident comments, questions, and PHA responses from Resident Info Meetings in Informational Board Report in January, 2019	Jordan Lasota	Complete	
	3.8.8	Upload resident comments, questions, and PHA responses from Resident Info Meetings to the RAD Resource Desk for our Financing Plan	Angie Holm	2019.03.31	Financing Plan submission date = March 31, 2019.
	3.9.1	Complete the Operating Proforma online via the Transaction Log	Angie Holm	2019.03.31	In addition to completing the operating pro forma online via the Transaction Log, an operating pro forma that matches the term of the PRRA contract must be uploaded to the Resource Desk.
	3.9	Operating Proforma	Angie Holm	2019.03.31	
	3.9.2	The pro forma falls one or more feasibility benchmarks, HUD may still accept the Financing Plan if HUD determines that, taken as a whole, the Financing Plan is consistent with the long-term physical and financial viability of the property and/or the PHA can provide adequate support through historical data or other means.			
	3.10.1	Retain a Title Company to research titles and produce reports for all properties included in the RAD conversion.	Dave Lang, Jordan Lasota		A title report is required to be uploaded at the Financing Plan submission stage in order to better identify potential issues prior to beginning the closing process. PHAs should begin the title search process well in advance of the financing plan submission deadline. Title will be subject to further review by HUD course after issuance of the RAD Conversion Commitment approval of the financing plan does not indicate HUD's acceptance or approval of the submitted title report.
	3.10.2	All title reports should be reviewed by in-house counsel to determine if there are any issues that could adversely impact closing; any potential issues should be summarized and uploaded.	Louise Seeba, Sean Whitley		
	3.10.3	Upload the following: Complete title reports tracing titles back to the vesting deed, information on whether the converting project is currently subject to a Declaration of Trust or Declaration of Restrictive Covenant and any other liens, encroachments, easements, or other encumbrances on the property.	Angie Holm, Dave Lang, Jordan Lasota	2019.03.31	Financing Plan submission date = March 31, 2019.
3.10	Title Reports				
3.8	Resident Information Meetings Round 2				
3.7	PIC Removal				

3.11	Initial Year Funding Tool	3.11.1	Estimate existing Public Housing Funds Available for HAP Subsidy	Angie Holm, Ron Moen, Jordan Lasota, Dave Lang, Brent Feller	2019.03.31	In RAD section 8 subsidy does not begin until the calendar year following the initial closing and thus HAP contract funding in the year in which closing occurs is provided from Public Housing funds. The PHA must provide an estimate of public housing subsidy that will be used to support HAP payments under the HAP contract from the date in which the HAP contract is effective (the first day of the first or second month following closing) until the end of the calendar year.
		3.11.3	Upload a signed copy of the RAD Initial Year Funding Tool calculating the amount of revenue available to the property for the balance of the calendar year. The PHA should input an estimate for the HAP contract effective date; an updated version of this tool reflecting the actual HAP contract effective date will be collected as part of the closing process.	Angie Holm, Ron Moen	2019.03.31	Financing Plan submission date = March 31, 2019.
3.12	RAD Fair Housing Accessibility and Relocation Plan Checklist	3.12.1	Complete and submit the RAD Accessibility and Relocation Checklist.	Louise Seeba, Sean Whately	2019.03.31	The checklist can be found on the RAD Resource Desk
3.13	Affirmative Fair Housing Marketing Plan	3.13.1	Complete HUD form 935.2A		2019.03.31	This is a HUD form 935.2A that is required for PHA conversions only. The form is typically completed by the management agent or entity responsible for marketing (if different) and must be submitted to the local HUD Multifamily office as part of the Financing Plan. If the owner plans to adopt any local or residency preferences, it must also submit a Tenant Selection Plan along with the AFHMP. The AFHMP must be approved by HUD prior to the marketing of any units. Legal had a AFHMP phone call with HUD on 3/7/19, in which HUD suggested some small changes that we will make to our AFHMP.
3.14	Financing Plan Certification and Submission	3.14.1	Overall of the documents have been updated, the PHA's Executive Director must execute and upload the Completion Certification.	Jon Guterman	2019.03.31	Due date for Financing Plan is March 31, 2019
4.1	RAD Evaluation and Analysis	4.1.1	Work with Tennast on software conversion before beginning the RAD software conversion and training	IT Advisory Committee	Ongoing	
		4.1.2	Identify choices for things like waiting list setup, certifications and inspections, processing existing households with flat rent, over-income and over-housed families, etc.	IT Advisory Committee	Ongoing	
		4.2.1	Tennast/MRI RAD Conversion project kick off call	Lisa Feldler	March/April 2019	
		4.2.2	General Ledger - Create new funds in General Ledger, copy charts of accounts and edit accounts for new the funds, and review and reset account mapping.	Ron Moen, Angie Holm		
		4.2.3	Create new funds for programs as needed	Lisa Feldler		
		4.2.4	Maintain the Public Housing fund - add additional transition accounts as needed.	Lisa Feldler		
		4.2.5	Create a Reserve Fund for Replacement and create a bank account for the Reserve Fund.	Lisa Feldler		
		4.2.6	Create new bank accounts, including create new check formats, format ACH, positive pay, direct debit records, and test with the bank.	Lisa Feldler		
		4.2.7	Link new funds in TAR for new subsidy types, define transactions and account types, vacancy loss and NSF, and complete policy settings.	Lisa Feldler		
		4.2.8	Establish Bank Accounts in TAR, set up offices, cash drawers and access, map TAR account types, and set up security deposit, late fee, and URP profiles, and TAR policies.	Lisa Feldler		
		4.2.9	Recreate FSS escrow accounts, including generating new FSS accounts for the new program type and transferring escrow balances.	Lisa Feldler		
4.2	Program Setup and Configuration	4.2.10	Project Creation - Enter project, project type, and VMS type, project number and policies for the new projects which links the new project to program type and fund, and sets up passbook rate, proration days, rounding, allowances, minimum rent, etc.	Lisa Feldler		
		4.2.11	Unit Setup - Establish units in new projects and add new contract rents, utility allowance, gross rent, project/fund links, Square footage, BIN#, placed in service date, FIPS area, target income level if applicable, bundled projects if applicable, editing project/building relationships add units to Rent Reasonableness module.	Lisa Feldler		
4	Software Conversion to RAD					

	4.2.12	Waiting List Setup - Create new RAD waiting lists with policies and preferences by subsidy and identify legacy waiting list data that must be migrated to new lists.	Lisa Feldler		
	4.2.13	Certification Setup - Establish a default set of certification steps by program type in ORC, review with clients and add steps that meet their process.	Lisa Feldler		
	4.2.14	Program Security Setup - Review user security and add/delete assignments for the new program types and work groups.	Lisa Feldler		
	4.2.15	PRRA/TRACS Setup - Create Multi-Family HAP contract, complete TRACS submission setup, including development, project, contract setup, submission, WASS, mailbox ID and password, and updating units for TRACS submissions.	Lisa Feldler		
	4.2.16	Create and operate a Choice Mobility waiting list	Lisa Feldler		
	4.3.1	Processing Public Housing Files in PIC - Review client unit removal application in PIC. Create EOP certifications for PH tenants in PIC.	Lisa Feldler		
	4.3.2	Migrate existing Public Housing tenant data to new subsidies	Lisa Feldler		
	4.3.3	Move applicants to waiting lists - Add tenants to waiting list, convert existing Public Housing waiting list applicant records to PRRA waiting list.	Lisa Feldler		
	4.3.4	Tenant Certifications - Create 'new admission' certifications for transitioning residents.	Lisa Feldler		
	4.3.5	Security Deposits - Transfer security deposit account balances from Public Housing TAR account to the PRRA TAR accounts. Record security deposit balance on transfer (in the event of forfeitures).	Lisa Feldler		
	4.3.6	Identify flat rent tenants that are below the new contract rent. Determine the PHAs "phase-in" policy; set up phase-in policy in Tenantist software, and set up tenants for phase-in.	Lisa Feldler		
	4.3.7	Identify over-income tenants and determine applicable TIP after conversion	Lisa Feldler		
	4.3.8	Identify over or under-housed tenants for unit transfers	Lisa Feldler		
	4.4	Train staff on new RAD software ahead of RAD Conversion	Department Directors	Ongoing	
	5.1.1	Determine how staff responsibilities will change following RAD Conversion	Angie Holm, Department Directors	Ongoing	
	5.1.2	Determine a plan for managing and maintaining Scattered Site and Duplex properties after RAD conversion	Department Directors	Ongoing	
	5.1.3	Begin training staff on new responsibilities they will have post-RAD Conversion	Angie Holm, Department Directors	Ongoing	
	5.2.1	Schedule and implement training for the Board on how RAD Conversion will affect Board activities.	Mai Moua	Ongoing	
	5.3	Continue communicating with Residents on what to expect once RAD Conversion is complete	All	Ongoing	Once a PHA is selected to participate in RAD, it must have at least one more meeting with residents before HUD will execute a HAP contract. We met this requirement by holding 19 Resident Information Meetings in December, 2018. We will continue to discuss resident communication (regarding leases signing, etc).
	5.4.1	Draft new Tenant Selection Plan	Sean Whately, Louise Seeba, Angie Holm, Kim Nguyen, Lisa Feldler		
	5.4.2	Send draft Tenant Selection Plan to HUD for review	Sean Whately, Louise Seeba, Angie Holm, Kim Nguyen, Lisa Feldler		Submitted to HUD for review the week of 2/25/19.
5.4	Legal Concerns				
5	RAD Implementation (pre-conversion)				

			5.4.3 Edit (if needed), then present the new Tenant Selection Plan to the PHA Board for Approval	Sean Whately, Louise Seeba, Angie Holm, Kim Nguyen, Lisa Feldler		Louise stated at the 3/7/19 APH meeting that she's trying to get the subordination agreements signed, but it's taking a while for the other parties' attorneys to respond (particularly PHLBOM and cell providers); MHRFA has agreed to subordinate to our RAD agreement.
		5.4.4	Work with MHRFA, Federal Home Loan Bank of Des Moines, and cell providers on Subordination Agreements	Louise Seeba		
		6.1.1	Receive and review RAD Conversion Commitment (RCC) and execute RAD Conversion Agreement	All	Within 30 days of receiving RCC	PHA has 30 days to execute the RAD Conversion Agreement following receipt of RAD Conversion Commitment from HUD. HUD will provide us with a closing checklist specific to PBRA conversions, which we must complete prior to closing.
		6.1.2	Close out existing LIPI leases with existing residents and sign new PBRA leases	RS Managers	After receiving RCC and before Closing	Because the RAD closing technically signifies the end of the public housing program for the RAD properties, the PHA must complete several final steps. The PHA must submit a Form 50058: End of Participation for each tenant in the RAD property in order for the properties to be removed from the public housing program. The PHA must do so on or before the day before the effective date of the HAP contract. PHAs must also notify tenants that their public housing lease will terminate in accordance with 24 CFR 966.41(i)(3). Leases for existing tenants must have a lease effective date equal to the HAP Contract effective date. The lease must be signed by both the owner and the tenant on or before the HAP Contract effective date.
		6.1.3	Make preparations for additional work in the PBRA program prior to closing	All	After receiving RCC and before Closing	This includes preparing new leases for the tenants that satisfy the Section PBRA requirements, as well as the RAD Notice.
		6.1.4	Establish and maintain a Reserve Fund for Replacement	Angie Holm, Jordan LaSota, Ron Mosen, Brent Feller		We will be required to establish and maintain a Reserve Fund for Replacement in an interest-bearing account to aid in funding extraordinary maintenance and repair and replacement of capital items in accordance with applicable regulations. We'll be required to commence deposits to the Reserve Fund for Replacement upon the effective date of the contract. The amount of the deposit will be adjusted each year by the amount of the OCAF Rent Increase Factor.
		7.1.1	Schedule Staff Retreats to discuss how the PHA will operate following RAD Conversion	Mai Moua	Ongoing	Retreat dates are 10/4/17 and 11/9/17. Second date is TBD
		7.1.2	Prep for Staff Retreats on RAD Conversion	Mai Moua, Angie Holm	Ongoing	*This item has its own heading in the APH Project Plan
		7.1.3	RS - Prepare plans for new lease signings for all existing PHA residents	RS Managers	Ongoing	
		7.1.4	Maintenance and Finance need to discuss long and short term spending and project planning for capital improvements	Senior staff from Maintenance and Finance	April, 2019	
6	6.1	RAD Conversion Agreement				
7	7.1	Post-Conversion Planning				