

Mixed-Finance Responsibility Checklist

Grantee Staff	Grantee Consultants	Project Manager	Developer	<p>Instructions: 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 and the number 1 should be entered into the block. 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, enter an X in the block. If a column to the left, row under a section or entire section below does not apply, cross it out.</p> <p>TASK</p>
				<p>General</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 Main Street team members/partners.</p> <p>Prepare and update/revise, as necessary, the project implementation schedule and budget.</p> <p>Submit quarterly financial, management and project status activity reports to HUD.</p> <p>Prepare all required submissions and reports to HUD and other agencies.</p>
				<p>Predevelopment Activities</p> <p>Initiate Site Acquisition Activities.</p> <p>Provide evidence of adequate zoning.</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 partial demolition plan.</p> <p>Prepare Acquisition Plan.</p> <p>Design and obtain commitments for site improvements.</p>
				<p>Legal</p> <p>HUD Compliance</p> <p>Ensure that the Grantee has legal authority under local laws to develop housing and to proceed with the project as proposed.</p> <p>Obtain evidence the owner or developer has site control.</p> <p>Obtain evidence the proposed development complies with applicable zoning or won't be delayed by rezone.</p> <p>Complete subdivision if necessary.</p> <p>Obtain ALTA form title policy.</p> <p>Obtain evidence of real estate property and leasehold tax exemption (PILOT) if owner is non-profit.</p> <p>Obtain evidence that the existing Cooperation Agreement covers the mixed-finance Grantee units.</p> <p>Assist HUD field office with environmental (parts 50) review.</p> <p>Advise team on mixed-finance regulations.</p>
				<p>Procurement</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>Negotiating the Deal</p> <p>Represent Grantee in negotiations with the developer/owner.</p> <p>Develop ownership structure for mixed-finance rental.</p> <p>Develop Organizational Documents of the Mixed-Finance owner.</p> <p>Prepare the Limited Partnership Agreement/Development Agreement.</p> <p>Prepare the Use Restrictions SOP or lease clauses.</p> <p>Coordinate/draft all mixed-finance legal Evidentiaries, including loan documents, regulatory & operating agreement.</p> <p>Coordinate with HUD on HUD Required Evidentiaries.</p> <p>Provide legal structure for ensuring the long-term affordability of the Grantee stock.</p> <p>Prepare the Management Agreement – include the Use Restrictions.</p> <p>Advise on creation of property management related documents (e.g. choosing tenants, tenant leases)</p>
				<p>Financing/Real Estate Services</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>Non-rental Components</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>Procurement</p> <p>Prepare RFPs for consultants such as program manager, legal, financial, design, relocation, services, etc.</p> <p>Prepare RFQ for developer/partner.</p> <p>Coordinate pre-proposal conferences; review, analyze and score proposals; check references.</p> <p>Obtain an independent cost estimate; negotiate fees.</p>

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				TASK
				Construction Documentation
				Develop cost and contingency estimates at construction document phase.
				Complete life cycle cost analysis.
				Complete new construction certification.
				Monitoring of Construction
				Monitor construction schedules and budgets.
				Ensure that work performed is consistent with quality standards.
				Review and approve/reject change orders.
				Develop punch list and conduct final inspection.
				Homeownership
				Conduct market analysis and feasibility study.
				Procure developer(s)/homebuilder(s) for the homeownership units.
				Identify financing sources (private lenders, existing soft second or down payment assistance programs).
				Set repayment and loan terms, including anti-speculation and long-term affordability clauses.
				Set purchaser eligibility and selection criteria.
				Subdivide/acquire property as necessary.
				Develop a resident homeownership counseling program (required for homeownership development).
				Develop a marketing program.
				Create pool of qualified buyers.
				Prepare addendum to HOPE VI Main Street Grant Agreement for mixed-finance development of homeownership replacement units.
				Prepare all loan documents, sales contracts, covenants and restrictions.
				Relocation
				Survey residents to determine their relocation needs and preferences.
				Prepare relocation plan in accordance with URA and other applicable federal, state or local regulations.
				Identify relocation resources.
				Provide residents with required legal notices for relocation.
				Counsel residents regarding relocation options, timing and relocation payments.
				Schedule moves.
				Maintain accurate files.
				Track and report relocation expenditures and obligations.
				Maintain communication with relocated residents; provide required 18 month tracking and follow-up.
				Supportive Services/Self-Sufficiency
				Develop a resident consultation plan.
				Prepare a needs assessment survey and implementation procedures.
				Survey residents to determine their needs regarding self-sufficiency, job training, child care, transportation, etc.
				Inventory programs provided by neighborhood service providers.
				Prepare a preliminary supportive services and self-sufficiency plan.
				Collaborate with and obtain commitments from neighborhood service providers.
				Submit community and supportive services (CSS) plan to HUDI.
				Develop RFPs for services providers.
				Develop performance-based contracts for selected service providers.
				Initiate and oversee services programs.
				Meet with residents on a continual basis and report on effectiveness of programs.
				Develop Section 3 employment plan, goals and monitoring forms.
				Monitor Section 3 performance of consultants/contractors.
				Educate residents regarding any Section 3 employment opportunities.

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TASK			
Construction			
			Develop Grantee plan and construction critical path schedule.
			Obtain regulatory approvals and permits.
			Develop M/VV/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 Grantee.
			Perform inspections, monitor contractor compliance and certify completion.
Close-Out of Capital Grant			
			Initiate Certificate of Occupancy Inspection
			Complete cost certification.
			Conduct final audit of program activities and expenditures.
			Prepare final report in accordance with HUD's Grant Agreement.
			Transfer archival information to HUD
			Close Out
Property Management/Occupancy/Reoccupancy			
			Prepare a management plan.
			Prepare operating expense and pro forma.
			Identify Grantee personnel responsible for asset/property management.
			Develop management policies including community rules, lease, orientation, application process, etc.
			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 with HOPE VI Main Street Use Restrictions.
			Monitor compliance with the Use Agreement and all applicable statutes and regulations, and report to HUD as required.