



10 Key Takeaways

Fixing Problems Before They Fix You: Anticipating Organizational Change

1. Communicate early, often, and effectively with stakeholders, including the board, residents, local government officials, & PHA staff.
2. Be thoughtful about choosing PBRA vs. PBV – know the differences between the two including short-term and long-term consequences, benefits, and application requirements.
3. Plan ahead for post-conversion staffing changes – you will likely need to reduce or redistribute staff. Make a plan to preserve jobs by training personnel on new management and occupancy compliance requirements.
4. Plan ahead for the differences in financial operations and budgets, including maintaining PILOT, property insurance, reserves, how to fund the Central Office, management fees, and unrestricted cash flow.
5. Consider what new information management systems will be needed and the learning curve to adopt each system (particularly for PBRA).
6. Understand in advance what will be needed to set up a new legal entity and the appropriate paperwork for owner/agent documentation.
7. Keep track of Existing Residents because special occupancy provisions apply to them such as no rescreening and rent phase-in.
8. Start planning the closing and post-conversion management and occupancy changes prior to submitting the financing plan.
9. The funding post-conversion will likely be delayed and for PBRA, the conversion from PIC to TRACS involves lots of training.
10. Make sure you understand the process for requesting Operating Cost Adjustment Factor increases and UA adjustments post-conversion.